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**MONTANA DEPARTMENT OF NATURAL RESOURCES
AND CONSERVATION**

MISSION CLARIFICATION OF SERVICES STUDY

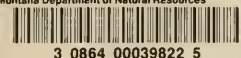
**Findings, Suggestions, Ranks, Recommendations
and Management Closure Decisions**

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EXPLANATION OF REPORT

Finding(s) and Suggestion(s)

The findings and suggestions on the delivery of support services found in the report are the result of input from eight survey groups created to obtain the views of a cross-section of Department employees. Findings and suggestions do not necessarily represent a consensus of a particular survey group or groups as comments from individuals were taken regardless of agreement from the group.

Rank

Each finding in the report has an associated rank. This rank was determined by having each participant of the survey group which identified that particular finding give the finding a score based on the following scale:

- 5 - major importance
- 4 - moderately important
- 3 - important
- 2 - minor importance
- 1 - unimportant

If only one survey group identified a particular finding the rank appears as in the following example:

7/2.7

This means 7 people in the group scored the finding and the average score of the 7 people was 2.7.

If more than one group identified the same or similar finding, then multiple groups of numbers appear as in the following example:

12/4.5 3/4.3 9/4.6

The first set of numbers is the total for the 2 groups, (12 people with an average score of 4.5). The following pairs of numbers represent each individual survey group which identified this finding. (In the example, because 2 groups identified the finding, there are 2 additional pairs of numbers.)

Recommendations

Recommendations associated with nearly all the findings were developed during a day and a half meeting of 25 employees who either participated in the eight survey groups or are members of the Department's Management Improvement Committee. During this session the committee acting as teams quickly reviewed each of the 186 survey group findings and associated suggestions to try to achieve a recommendation(s). Note that different teams often had different ideas about recommendations, also each team was allowed to revise or delete the previous teams recommendation; thus the reason for the annotated comments.

Management Closure Decisions

Presented with the findings, suggestions, ranks, and recommendation, the Director and Deputy Director took action on every finding and these actions are called Management Closure Decisions. These decisions are to be implemented

subject to the setting of work priorities and manpower availability of the responsible units involved.

I. POLICIES & PROCEDURES

A. TRANSPORTATION POLICY

1. Finding(s):

- a. Field office vehicles are too often used to provide a taxi service. The vehicles we have are essential to the program mission, even if they are not in immediate use they are on call.

Suggestion(s):

Visitors could lease a car.

"Tell them no."

Provide a state car at the Billings airport for DNRC personnel.

Rank:

5/3.4 4/4.0 1/1.0

Recommendations:

1. Provide a state car at the Billings airport for DNRC personnel.(deleted)
2. Use taxi if state car not available. 3. A car at Billings. (deleted)
- A car at Billings is unrealistic. 4. "Tell them no". 5. Each individual should be responsible for transportation. He should check with field office in advance; if no transportation available, then use taxi. Taxi will usually be more cost effective.

MANAGEMENT'S CLOSURE DECISION

1. CSD check feasibility of leaving Dept. or state car at airport in Billings.

2. Finding(s):

- a. Has there been any follow-through on appointing a travel/transportation coordinator?

Rank:

7/2.7

A. 2. Recommendations:

1. In Helena based - follow through. (deleted)
2. Coordinate with existing. (deleted)
3. Marvin should coordinate at DNRC level - State Motor Pool at State level. (deleted)
4. Establish travel coordinate position in CSD - decide later on who it is and what the duties are.

MANAGEMENT'S CLOSURE DECISION

2. Deputy Director follow through on establishing travel coordinator position in CSD--deadline: December 21, 1979.

3. Finding(s):

- a. A joint pilot/mechanic is needed by Forestry.

Suggestion(s):

Suggested breakdown of FTE cost should be among FD, WRD and ED.

Rank:

7/3.1

Recommendations:

1. Pilot/mechanic needed seasonally.
2. Need pilot in central area seasonally.
3. Implement in next budget process.

MANAGEMENT'S CLOSURE DECISION

3. Personnel Officer assess need--contact Chief Pilot and FD

4. Finding(s):

- a. There exists a need for an air operations officer with the Division in Missoula, to handle FD expand aircraft operations.

A. 4. Rank:

6/2.3

Recommendations:

1. Secure FTE to do this in Missoula.
2. Implement in next budget process.

MANAGEMENT'S CLOSURE DECISION

4. No Action--FD has such a position currently.

5. Finding(s):

- a. Aircraft services provided within the Department are "super."
(Identified strength.)

Rank:

4/4.0

Recommendations:

1. No aircraft "baloney."
2. Decentralize aircraft - get it back to the Department from DCA.

MANAGEMENT'S CLOSURE DECISION

5. Attempt to bring aircraft back to Dept is in progress

6. Finding(s):

- a. When vehicles were required to carry out our missions we requested vehicles and got them. (Identified strength.)

A. 6. Rank:

2/3.5

Recommendations:

1. Not a problem.

MANAGEMENT'S CLOSURE DECISION

6. No action needed

7. Finding(s):

a. When field personnel use private cars. can the state insure or subsidize insurance on these personal cars?

Rank:

4/3.5

Recommendations:

1. No - legally can't be done.

MANAGEMENT'S CLOSURE DECISION

7. No action--not legal

A. 8. Finding(s):

- a. State aircraft system poses constraints: higher costs, less efficiency, less convenient.

Rank:

5/3.6

Recommendations:

1. Yes - in reference to state aircraft pool. 2. Yes - assign aircraft back to the Department.

MANAGEMENT'S CLOSURE DECISION

8. See 5 above

B. PROCEDURE CLARIFICATION

1. Finding(s):

- a. Policy and procedure manuals are not being distributed, read, or followed.
- b. Employees need to be made aware of and trained to use the Montana Operations Manual.

Suggestion(s):

Provide employees with copies of procedure only applicable to their specific job.

Inform everyone who to ask if they have a question about procedures.

Establish enforcement measures.

Rank:

11/3.6 3/4,0 3/3.4

Recommendations:

1. DNRC should make an effort to keep the policy manuals current and consistent with DNRC policy.

B. 1. Recommendations:

1. Bureau manual from Department policy. 1. Manual specific to bureaus based on Department policy.

MANAGEMENT'S CLOSURE DECISION

1. a. All supervisors should make better effort to inform new employees of manual's existence.
- b. All divisions included in new employees' orientation session.
- c. CSD distribute index
- d. CSD put in word processing equipment
- e. CSD provide copies of manual to those managers who need them in Dept.

2. Finding(s):

- a. A manual should be developed (possibly one for general employee information and one for managers) which would explain how to get things done, for example: understanding the budget process; how to implement new programs; how to write job descriptions and who to go to for help; employee evaluations; how to establish a FTE; how to draw up contracts and get them approved; etc.
- b. Working relations would be enhanced if divisions were aware of existing policies and procedures and followed them.

Suggestion(s):

Inform new employees of policies and procedures.

We need a formal policy and procedures manual (a bound book) which is updated and made available to all employees.

Provide employee orientation to all new employees and go over Department policy.

Rank:

12/4.5 3/4.3 9/4.6

Recommendations:

1. Finding "a" should be implemented. 2. Write and distribute a specific budget procedure with field office input and assistance in preparation of the budget. 3. Orientation by the Department, not the state.

B. 2. Recommendations:

MANAGEMENT'S CLOSURE DECISION

2. Deputy Director and CSD review and update existing manual.

C. ORGANIZATIONAL PHILOSOPHY

1. Finding(s):

- a. DNRC should avoid issuing too many policies, rules, and procedures: they're too confining, and DNRC operates better than some agencies with more formalized procedures.

Rank:

7/3.1

Recommendations:

1. Do not agree with finding, better procedures are needed.
2. No dress code.
3. Review policy, like policy for all.

MANAGEMENT'S CLOSURE DECISION

1. Agree with finding--formalized procedures should be minimized.

2. Finding(s):

- a. The Department does not operate as a rigid organization and this makes for better attitudes and working relationships. (Identified strength.)
- b. Although supervisory lines should normally be followed, an open door policy is appreciated.

Rank:

15/3.4

8/3.4

7/3.3

C. 2. Recommendations:

1. Agree.

MANAGEMENT'S CLOSURE DECISION

2. Agree

D. FUNDING

1. Finding(s):

- a. Is the present system of funding services (i.e., partially from the general fund, and partially from a percentage of other budgets) working as intended?

Rank:

7/3.3

Recommendations:

1. Fiscal process should be decentralized as much as possible.

MANAGEMENT'S CLOSURE DECISION

1. Delegation of budget control and pilot of determining feasibility of CSD charging for services addresses this finding.

2. Finding(s):

- a. Levels of funding are posing problems.

D. 2. Rank:

7/3.4

Recommendations:

1. Prioritize available funding. 2. Cut entire programs to do a good job, not cut portions (drastic funding cut)

MANAGEMENT'S CLOSURE DECISION

2. Implementation of MBO will prioritize targeting of resources.

3. Finding(s):

a. The legislature has provided insufficient funds to support the on-going SB 76 water adjudication program.

Rank:

4/4.8

Recommendations:

1. Pursue additional funding from all sources.

MANAGEMENT'S CLOSURE DECISION

3. WRD pursue additional funding.

E. FLEX-TIME/WORK WEEK

1. Finding(s):

- a. Consideration should be given to a 4-day work week policy, especially in winter when building heating requirements are high. Consideration should be given to flex-time policy.
- b. If legally permissible, should a work week consisting of four 10-hour days be permitted?

Rank:

10/3.2 3/2.6 7/3.4

Recommendations:

1. Propose new legislation to provide for shorter workweek.
2. Flex-time should be employee benefit.

MANAGEMENT'S CLOSURE DECISION

1. Divisions have current authority to implement these findings at their discretion where legal--no Dept. policy is needed.

2. Finding(s):

Position 1

- a. Flex-time was being arranged individually; the issuance of a policy allowing flex-time was beneficial.

Position 2

- b. Flex-time can create a poor public image: persons sought may not be available during regular office hours.

Suggestion(s):

Overlap shifts so that needed services are always available.

Rank:

7/3.6 - Person 1

5/1.8 - Person 2

E. 2. Recommendations:

1. Agree with suggestion.

MANAGEMENT'S CLOSURE DECISION

2. Addressed above.

F. ACCOUNTABILITY

1. Finding(s):

- a. The Director and Deputy Director need to be better informed about the work that is going to support services from other divisions. Often work is given to support services without having first obtained the Director's approval.

Rank:

8/4.5

Recommendations:

1. Director approve on publications needed before publication bureau's involvement. (deleted)
2. Follow the established policy on publications.

MANAGEMENT'S CLOSURE DECISION

1. Too general--if referring to publications, addressed later.

2. Finding(s):

- a. Responsibilities are being transferred to committees and support staff. (Publication review committee is an example.)

F. 2. Suggestions:

Individual accountability

Administrator needs to retain ownership.

Rank:

7/3.9

Recommendations:

1. Agree with suggestions.

MANAGEMENT'S CLOSURE DECISION

2. Addressed later--publications review procedure.

G. BUDGET

1. Finding(s):

- a. Last minute spending occurs because money not spent will revert and will not be included in next budget period.
- b. Legislative budgeting decisions are based on past expenditures rather than anticipated needs.

Suggestion(s):

Attempt to influence legislature and legislative fiscal analyst to change budget philosophy.

Rank:

16/3.9

8/3.9 8.3.8

Recommendations:

1. Agree with suggestion.

G. 1. Recommendations:

MANAGEMENT'S CLOSURE DECISION

1. Agree with suggestion.

H. ASSIGNMENT DEADLINES

1. Finding(s):

- a. Divisions often miss assignment deadlines (e.g., drafting suggested replies for the Governor, furnishing comments on EIS's).
- b. Department headquarters needs to give more advance notice of deadlines, meetings, etc.

Suggestion(s):

Improve speed of internal routings.

Initiate better tickler system in divisions or front office.

Try to schedule 90 days in advance.

Efforts in this direction would save time, money and gasoline.

Rank:

13/3.3 7/3.4 6/3.2

Recommendations:

1. Initiate better tickler system.
2. Improve speed of internal routings.
3. Schedule as far in advance as possible.
4. Don't sit on routings - Don't put them on desks when people are gone.

MANAGEMENT'S CLOSURE DECISION

1. a. Director and all divisions shall initiate an improved tickler system to meet important deadlines.
- b. Everyone use simultaneous routings
- c. If no comments by deadline, assumption will be made that have no comments and that agree with proposal--Director
- d. Everyone communicate priority (red tag or similar indication)

I. CONTRACTS

1. Finding(s):

- a. More contracting and contract preparation will occur in the future.

Suggestion(s):

More expertise will be needed in contract specification writing and contract administration.

Rank:

6/3.2

Recommendations:

1. Conduct training session in contract writing.
2. Reduce number of contracts by increasing FTE's where feasible (need policy, e.g., if employee works more than 6 months, then must go for an additional FTE).

MANAGEMENT'S CLOSURE DECISION

1. a. CSD and Legal conduct periodic training sessions in contracting.
- b. Dept. policy is to use FTE's for individual jobs where people can be recruited on a timely basis and job performance can be met--Divisions and Deputy Director shall make sure an evaluation is made in each case of FTE vs. contracting.
- c. CSD compile report on contractors for last two years, listing job description, how long employed, whether FTE in motion or created.

J. PROGRAM PLANNING

1. Finding(s):

- a. Program planning (long-term) is hindered because of the relatively high turnover of managers and other employees.

Suggestion(s):

Need written program plans (like MBO) which will provide future direction and identify resources needed.

J. 1. Rank:

3/4,7

Recommendations:

1. Train subordinates to cover management responsibilities prior to loss of trainer (ongoing effort) within program plan (such as MBO).

MANAGEMENT'S CLOSURE DECISION

1. Implementation of MBO will provide program plans.

II. SUPPORT SERVICES ORGANIZATIONAL ROLE

A. ROLE

1. Finding(s):

- a. A relationship exists where the higher the authority, the more rushed the work given to support services.
- b. Support services is not a servant agency, it is a service agency.
- c. General confusion exists about the responsibility and authority of support services and the Divisions.
- d. Support services are too task oriented. Too busy with their own problems to adequately support divisions.
- e. Support services have made decisions without being aware of division needs or consulting with divisions.

Suggestion(s):

Be aware of divisions' needs.

Allocate more time to guidance.

Come help us out with out problems.

Support rather than dictate.

Responsibilities and authorities should be defined in writing.

Rank:

34/4.0 6/4.0 6/4.1 6/4.1 8/4.6 8/3.5

Recommendations:

1. Clarification of role of Central Services. 2. Additional staffing of Support Functions (specifically Fiscal Bureau). (deleted) Disagree. Additional staffing support service type needed at lower level. Decentralize some workload of Central Services, especially not common to all divisions. Go suggestions as listed. 3. Responsibilities, authorities, & priorities should be defined in writing. 4. All new managers be required to meet with appropriate people in Central Services.

MANAGEMENT'S CLOSURE DECISION

1. SS and CSD draft role statement for CSD (be specific, by function) by Dec. 21. Draft from Dept. management to be sent to divisions.

2. Finding(s):

- a. Employees do not understand that support services dislike, but cannot change, and must enforce certain procedures that result from law or another agency.

Suggestion(s):

Dissatisfied employees should provide sufficient justification to help get procedures revised (e.g., purchasing procedures)

Focus on policy or procedure, not administering unit or service.

Inform employees where rules originate

Rank:

8/3.3

Recommendations:

1. If a person is refused any service, cite procedures or regs that keep him or her from obtaining services--education process.
2. CSD should see if they can change.
3. Rationale should be given if service is refused.
4. Serious probs at division level should be researched by division for possible change in policy.
5. Division make alternative suggestions.

MANAGEMENT'S CLOSURE DECISION

2. Referred to CSD.

B. DECENTRALIZATION

1. Finding(s):

- a. Some support service functions should be decentralized and attached to other divisions wherever possible e.g. attorneys and water project accounting.
- b. Support services needs to be decentralized to the divisions or lower, and additional FTE's will be needed.
- c. Many support service functions are being decentralized to divisions: people doing accounting, payroll, data processing in divisions.

- d. The appropriate degree of centralization of services has not been determined.

Suggestion(s):

Establish criteria and measurement specific to each function to determine the best degree of centralization.

Rank:

27/4.0 8/4.0 8/3.9 6/4.5 5/3.4

Recommendations:

1. Each situation must be evaluated on its own. 2. If majority of time (75%) is spent with one division and not a common department function, then possibly consider placing those non-department functions in that division, unit, bureau. i.e., decentralization when possible. 3. Agree with suggestion. 4. Second suggestion change to all time spent on job, not always cost functional.

MANAGEMENT'S CLOSURE DECISION

1. Director and CSD develop criteria for decentralization as a by-product of pilots (MBO, water projects, charging divisions for services)

2. Finding(s):

- a. Would decentralizing legal services result in more equitable funding, improved service, and greater accessibility?
- b. Should Special Staff be decentralized?

Rank:

14/1.85 7/2.3 7/1.4

Recommendations:

1. Recommend no change for a. and b. 2. Have an attorney for Water Rights depending on need. (deleted) No. Have specialists on legal staff, but keep centralization.

MANAGEMENT'S CLOSURE DECISION

2. No action.

C. COOPERATION

1. Finding(s): Position 1

- a. Past attitudes of support services has been "Don't worry divisions, we will keep you out of trouble;" yet when trouble arose, we were given the blame.

Position 2

- b. Support services has top caliber people and they have bailed us out numerous times (identified strength).

Rank:

Position 1 6/4.0

Position 2 6/4.8

2. Finding(s): Position 1

- a. Overall cooperation with support services is good; problems that do occur are caused because clear levels of responsibility do not exist between support services and divisions.

Suggestion(s):

Instructions or assignments from support services should be in writing.

Finding(s): Position 2

- b. The work and responsiveness of support services has been below average, partially because they have a obvious staffing problem,
- c. General lack of commitment to helping the line people get their job done on part of support services. Examples: building keys and xerox repairs.

Suggestion(s):

Attitude change by support personnel

Support services top management needs to adopt a supportive attitude, to be carried down through support personnel.

Pay more attention to feedback

Clear assignment of responsibility and accountability by function (i.e. who is in charge of xerox)

Rank:

Position 1 5/3.0

Position 2 8 4.5 5/4.2 3/5.0

Recommendations:

- C-1. Define responsibility and authority of support services via the divisions. Establish and maintain 2-way flow of communications.
- C-2. Follow suggestion listed in those justifiable instances. Each division analyze its own support services to make more efficient, thus speeding up entire support process.
- C-3. Follow suggestions listed. Establish FTE's (without finding) to handle overload when needed. Examine ways of better using existing staff. Each division analyze its own support services to make more efficient, thus speeding up entire support process.

MANAGEMENT'S CLOSURE DECISION

- 1. CSD is a service organization--role statement will reflect that.
- 2. Addressed previously.

III. EMPLOYEE DEVELOPMENT & TRAINING

A. TRAINING

1. Finding(s):

- a. Field people lack opportunities for training.
- b. The state and DNRC are not providing adequate training opportunities for state employees at field locations.
- c. It is difficult for field office employees to come to Helena to attend state sponsored training and workshop sessions because of the travel time involved.

Suggestion(s):

Bring the instructors to field locations, especially locations like Billings where numerous state employees reside.

Provide more training at field locations.

Provide for correspondence courses.

Rank:

11/4.5 4/4.75 4/4.3 3/4.7

Recommendation(s):

1. Hire training officer to coordinate training of all DNRC personnel, including field people.
2. Training officer needed at division level.
3. Training needs assessment needs to be done at division level to support training needs in support of division needs.
4. Training policy - line item in budget for training.

MANAGEMENT'S CLOSURE DECISION

1. Director and CSD implement training proposal submitted by Deputy Director
- 1st step: Hire training officer to develop training plan for Dept. and coordinate training of Dept. employees--
budget will be established for training in each division.

2. Finding(s):

- a. Insufficient written policies and procedures exist involving water rights activities in the field.
- b. Not enough training and instruction on handling work delegated to water rights field offices.
- c. Water rights field personnel are asked to accumulate their questions to headquarters and to call in accumulated questions periodically. This requires the field to put work in a hold status rather than getting it completed.

Suggestion(s):

"3 hours of instruction is not enough."

Develop written policies and procedures.

Rank:

11/3.2 3/3.0 4/4.0 4/3.5

Recommendation(s):

1. Develop written policies and procedures (purpose). 2. Update these policies.

2. Referred to WRD to resolve.

3. Finding(s):

- a. The SBAS is not understood by some managers and consequently there are instances where SBAS reports are not used properly.

Suggestion(s):

Provide SBAS training to program managers.

Provide training on personnel services cost reports.

Rank:

3/3.7

Recommendation(s):

- Implement both suggestions: 1. SBAS training to program managers.
2. Training on personnel services cost reports.

MANAGEMENT'S CLOSURE DECISION

3. CSD provide periodic SBAS Training (IV.A.)

4. Finding(s):

- a. A state employee orientation that could be used by the field is needed.

Suggestion(s):

Consider a slide/tape program.

Rank:

6/2.2

Recommendation(s):

1. Prepare orientation slide/tape program tailored specifically to DNRC - purpose, organization, etc. 2. Present it to new employees as soon as possible after hire.

MANAGEMENT'S CLOSURE DECISION

4. Training officer do.

5. Finding(s):

- a. Occasional job rotation and crosstraining is beneficial within a functional area.

Rank:

8/3.1

Recommendation(s):

1. Pilot program in Water Rights area.

MANAGEMENT'S CLOSURE DECISION

5. Support concept--divisions implement at their discretion--training officer review.

6. Finding(s):

- a. Managers and supervisors need better training.
- b. Technical people who are promoted to management positions are not prepared for their new role.

Suggestion(s):

Provide training in area of human relations, motivation, conflict management, communications, etc.

Prepare technical personnel for management.

Provide management training.

Rank:

15/3.9 8/4.0 7/3.7

Recommendation(s):

1. Career ladders for technical personnel so that they can remain in the field.
2. Training plan developed and required of all management personnel.

MANAGEMENT'S CLOSURE DECISION

- 6a. Personnel Officer continue to encourage Dept. Admin. to develop a career ladder classification system
- b. Training Officer include management training in training plan (1 above)

7. Finding(s): Position 1

- a. Deficiencies and inequities may accompany the department's present "loose," informal training system.
- b. The appropriate scope of training has not been defined: training can be provided to correct individual deficiencies, provide back-up skills, meet a specific department need, or prepare employees for better jobs.
- c. No formal policy of training and employee development exists: no coordination, no one in charge, not tied to budget, not equitably provided, not always justified to benefit DNRC.
- d. Current training opportunities do not meet needs.
- e. Many of the employees are passed over for promotion because they are untrained for higher positions.

Suggestion(s):

Non-professional people should have a career development program. (Example is a secretary advancing to para-technical.)

Training should be geared to advancement and career ladders within DNRC.

Training officer.

Assign training program to personnel officer.

Identify training needs.

Provide a combination of types of training.

Possibly develop a systematic, formal policy and program regarding training and employee development.

Training should be provided for accounting and payroll procedures.

Training program should be tied to career ladders and specific objectives.

Consider specialized forestry oriented training.

A training program is a motivation tool.

Have an employee committee periodically review career program.

Position 2

- a. Do training needs justify the establishment of a formal system including training guarantees (e.g., that all employees will

receive a certain number of hours of training per year)?

- b. It is questionable that taxpayers should get the bill for training people for work they're not performing.

Rank:

Position 1: 33/3.9 6/3.3 5/3.6 8/4.8 7/4.3 7/3.3

Position 2: 13/3.4 7/4.0 6/2.7

Recommendation(s):

1. Budget needs to be lined out for training.

MANAGEMENT'S CLOSURE DECISION

7. Training Officer and plan above will address.

B. CAREER OPPORTUNITY

1. Finding(s):

- a. It is difficult to get the information necessary to help employees understand the process for upgrades.

Rank:

3/4.0

Recommendation(s):

1. Disembark necessary information.

MANAGEMENT'S CLOSURE DECISION

1. Everyone refer to existing procedure in policy manual

2. Finding(s):

- a. Men and women have difficulty in securing promotions.

Rank:

4/4.0

Recommendation(s):

MANAGEMENT'S CLOSURE DECISION

2. No action--EEO Officer

3. Finding(s):

- a. Career ladders should be established and employees trained to prepare them to move up those ladders.
- b. Career development program has been requested often, but never achieved. "No one goes to legislature and asks for it."
- c. There is little growth potential for employee because no definite career ladders exist.
- d. As our people become skilled, they become attracted to other employers. With low pay and lack of adequate advancement opportunities they often leave.

Suggestion(s):

Career ladders could be established.

Training could be geared to advancement within DNRC.

Provide training to prepare employees for more responsible positions.

Try to hire from within the agency rather than going outside.

Rank:

20/4.5 3/5.0 5/4.8 5/4.6 7/4.1

Recommendation(s):

1. Implement suggestions.

MANAGEMENT'S CLOSURE DECISION

- 3a. Dept. policy is to promote from within in most cases--rule of thumb: promote from within in 4 out of 5 cases.
- b. Training program and career ladder actions above will assist in resolving these problems.

4. Finding(s):

- a. Opportunities should exist to upgrade people while staying in their current position.
- b. People in many positions are not being paid commensurate with their increased skill and output levels.
- c. Many people in the Department out of necessity for higher pay seek management or supervisory positions that have higher salaries even though they may not find such positions suited to their training, background, or desires.
- d. No formal way to promote someone within their present position.

Suggestion(s):

Need to upgrade these positions.

Need to promote people within their present job.

As skills increase, so should salaries.

Study the situation.

Career ladders.

Should be able to advance within a position other than the annual step increases.

Allow employees to advance in present positions other than having to take supervisory or management. (Increase grades not just steps.)

Recognize that budget constraints exist.

Rank:

18/4.5 6/4.8 6/4.7 3/4.0 3/4.0

Recommendations:

1. Agree with suggestions.
2. Establish multigrade positions for upgrade when competence level reached - job might be a grade 13-15 position.

MANAGEMENT'S CLOSURE DECISION

4. Addressed above.

C. JOBS AND RECRUITMENT

1. Finding(s): Position 1

- a. The policy that DNRC seems to have of filling positions from within rather than from the outside gives employees "a feeling of opportunity." When you do this you promote teamwork, morale, and pride among employees. The key example is hiring of WRD administrator from that division. (Identified strength.)

Position 2

- a. Policy of hiring from within does not seem to apply in water rights.

Rank:

3/4.7

Recommendation(s):

1. Training and career ladders should be implemented within the Department.

MANAGEMENT'S CLOSURE DECISION

1. Addressed above

2. Finding(s):

- a. Need better hiring practices of supervisory personnel.

Suggestion(s):

Closer scrutiny of applicants for potential manager positions.

More emphasis needs to be given to supervisory skills.

Job description and announcement should set forth most important qualifications.

Rank:

8/3.4

Recommendation(s):

1. Forestry says there is no problem. (?) 2. Career ladders for pref. and technical people, and hire supervisory trained people for supervisory positions. 3. Recognize that technical competence does not translate into supervisory competence. 4. Provide supervisory training.

MANAGEMENT'S CLOSURE DECISION

2. Addressed above

3. Finding(s):

- a. The HIPLEX research program is hindered in attempts to acquire desirable federal research, because the federal contractors suspect competent researchers cannot be recruited by the state.
- b. The HIPLEX research project has positions requiring a high level of competence and a professional background that are difficult to fill or retain because of wage limitations under the state pay plan.

Rank:

2/4.5 2/4.5

Recommendation(s):

1. Consider hiring on contract.

MANAGEMENT'S CLOSURE DECISION

3. WRD consider hiring contractor to run entire project

4. Finding(s):

- a. DNRC does not have enough qualified women and minorities in top management.

Suggestion(s):

Do a survey to determine if this is the case.

When hiring consider all qualified applicants, not just highest or over-qualified applicants.

Do not require or consider people with advance degrees when the position does not require this background.

Rank:

3/4.0

Recommendation(s):

1. Support suggestion 2. 2. Make EEO statistics available - #1 is probably done.

MANAGEMENT'S CLOSURE DECISION

4. No action--EEO officer handles

5. Finding(s):

- a. Get the word out to Department employees on position announcement and contractor solicitations.

Suggestion(s):

Use the employment clip board and add contract solicitations.

Rank:

3/4.0

Recommendation(s):

1. Get word of job openings to all field offices including jobs with other field offices.

MANAGEMENT'S CLOSURE DECISION

5. Director consider adopting Dept. policy prohibiting contracting with former employees for 6 months

6. Finding(s):

- a. State job service announcements are not distributed and made known to state employees whose agencies don't use job service.

Suggestion(s):

Need to have centralization of job announcements.

Rank:

3/4.0

Recommendation(s):

1. Implement a state register of jobs.

MANAGEMENT'S CLOSURE DECISION

6. No action

7. Finding(s):

- a. Job classification inequities exist within the Department.

Suggestion(s):

Should have scheduled reviews of Department classifications.

Rank:

3/4.0

Recommendation(s):

1. Agree with suggestion to use management channels rather than just review with employee only. 2. Periodic review of simpler job classifications to see consistency through Department - Personnel Officer.

MANAGEMENT'S CLOSURE DECISION

7. Problem currently being addressed

D. EMPLOYEE EVALUATION

1. Finding(s):

- a. Field people are concerned and want to know how they are performing (as indicated by their performance evaluation) relative to other employees in DNRC.
- b. No guidance is provided to the supervisors who are responsible for doing performance evaluations.
- c. Employees in field offices are given performance evaluation reports but they don't know how their evaluations compare with DNRC's overall evaluation procedure, e.g., is it fair?
- d. MBO provides an opportunity to establish performance standards on which to base personnel evaluations.
- e. I have never had a performance evaluation.
- f. The usage of employee evaluations is sporadic and not uniformly applied.
- g. One benefit of the present system is that it brings supervisors and employees together in those instances when personnel

evaluations are conducted.

Suggestion(s):

Performance evaluations should be more structured, organized, standardized, and objective.

Performance evaluations can be constructive if developed around job description and not personalities.

If you have performance standards, then evaluations are simpler.

Establish standard evaluation procedures and schedules (1 or 2 a year).

Rank:

2/3.9 3/5.0 3/4.7 3/4.0 3/3.7 3/3.7 3/3.3 3/3.0

Recommendation(s):

1. Implementation of more objective standards for performance.
2. Review current performance review forms.

MANAGEMENT'S CLOSURE DECISION

1. X.A. 5. addresses

IV. FISCAL SUPPORT

BUDGET AND EXPENDITURES

1. Finding(s):

- a. After the budget leaves the division, the budget process is lost to the division: prioritization process is unclear, mistakes and compromises are made by someone, no feedback, representation before Budget Office or Legislature may be inadequate.
- b. Budget responsibility remains at too high a level.
- c. People are not always aware of budget problems.
- d. Budget decisions are often made at the fiscal analyst and legislative levels without the involvement of the divisions.
- e. The budget is not recognized as a constraint until the end of the budget period.

Suggestion(s):

Provide participation in budget process at lower levels.

Provide more current and useful information.

Budgets at a lower level need not be with the formal department budgeting system.

Require lower level personnel to live within delegated budget.

Involve the divisions, they have the expertise

Budget reports leaving the Department should be reviewed by bureau chief involved.

Program managers should be involved in budgeting process throughout.

Assistance could be provided on how to play the legislative budget game for program managers.

Cuts should not be imposed equally across the board.

Support services should relinquish control to the field where responsibility exists.

Clarify the authority and responsibility of budget management between the Department and the Divisions; and between the Divisions and their subunit.

Rank:

41/4.3 5/4.0 8/3.6 8/3.5 8/4.0 6/4.7 6/5.0

Recommendations:

1. Establish a budget policy committee to establish a budgetary process to incorporate suggestions.
2. Clarify the authority and responsibility.
3. Decentralize where feasible above committee could work on - to unit level in FD field office in all divisions.

MANAGEMENT'S CLOSURE DECISION

- 1a. The Dept. supports the concept of delegation of budget to the lowest field office level. CSD and all division shall:
 - Allocate budget to bureau level for FY '80 and FY '81 (program manager level in FSD & ED)
 - FY '82 and '83 budget will be prepared from bureau and program manager level
 - FY '84 and '85 budget will be prepared from lowest field office level up
 - Cost account expenditures at lowest field office level as soon as possible, but by no later than beginning of FY '82
- b. Improve communications on budget decisions among bureaus, divisions, Department, Governor's Office, and Legislature by:
 - a. Director will involve division administrator or his designee in budget meetings with Legislative committees to extent practical
 - b. Director and CSD improve budget info. system for dissemination to lower levels, e.g., summarize decisions in writing, format budget so it can be broken up, diagramming

2. Finding(s):

- a. The provision of budget information may not be adequate.
- b. Assistance is needed by the Divisions and Bureaus after the budget is set.
- c. Accounting services should provide more assistance.
- d. The accounting system could be of greater value to management.
- e. Support service's assistance was inadequate to Oil and Gas Division during the period when financing was being arranged for the new building. The authority of support services was unclear, therefore Oil and Gas had to assume responsibility to arrange for the transfer of funds.

Suggestion(s):

Give technical assistance in how to live within the budget and analyzing SBAS reports.

Quarterly budget meetings would be helpful between CSD, Divisions, and Bureau Personnel.

Include all needed information (e.g., remaining balance as well as listing of expenditures) in SBAS reports.

Revise present accounting reports.

Provide a less guarded, confidential attitude about budget information.

Provide budget information to field offices.

More frequent interaction with program managers and personnel

More involvement in achievement of program goals.

"We can do more working together"

Rank:

28/3.5 4/4.0 7/3.6 5/3.4 5/3.0 7/3.7

Recommendations:

1. Expand SBAS training program within the divisions.
2. Have quarterly meetings on fiscal problems.

MANAGEMENT'S CLOSURE DECISION

2a. CSD conduct periodic training session on SBAS

- b. CSD have quarterly meetings between CSD and each division to clarify who is responsible for what, discuss problems, set goals, exchange info., in addition to ongoing meetings when events arise
- c. CSD assign CSD staff fiscal people to divisions to extent practical for technical assistance

3. Finding(s):

- a. Legal services does not have its own budget.

Rank:

7/2.3

Recommendations:

1. Analyze CSD budget and allocate to various units.
2. Impossible.

MANAGEMENT'S CLOSURE DECISION

3. CSD allocate for remainder of this biennium a budget to each unit of CSD, including legal, SS, info. systems, library, etc.

4. Finding(s):

- a. The statement of monthly expenditures is 6-8 weeks late arriving at field locations.

Suggestion(s):

Keep track of receipts at the local office.

Rank:

3/2.3

Recommendations:

1. Make effort to get the reports out as soon as possible.
2. Computer Services can give daily status reports.

MANAGEMENT'S CLOSURE DECISION

4. CSD send monthly expenditure reports direct from CSD to organizational units responsible for budget, as designated to CSD by each division.

5. Finding(s):

- a. SBAS reports show a negative balance because budgeted amounts are not entered into the system.

Suggestions:

Enter the budget amount by object class at the beginning of the fiscal year.

Rank:

3/2.7

Recommendations:

1. Suggestion fine if CSD has the information to enter at the beginning of the fiscal year.
2. Difficult when funding information not available until October.
3. Place emphasis on budget allocations ASAP.

MANAGEMENT'S CLOSURE DECISION

5. Addressed above

6. Finding(s):

- a. The tendency of divisions to hire someone knowledgeable about budget matters at high levels (e.g., Assistant Administrator) may indicate a problem area. (Position 1)

Divisions need someone in the division to keep track of its budget. (Position 2)

- b. A support services person should be assigned to each division to handle or help with divisions accounting work and to become an expert in that divisions fiscal management.
- c. Energy Division, in addition to providing 10% indirect funding to support services, has to hire accounting help for the division.

Suggestion(s):

Provide additional support services staff.

Rank:

18/3.4 7/2.6 5/3.8 3/4 3/4

Recommendations:

1. More training helpful. 2. Each division could have a CSD budget analyst or person assigned (not physically) to divisions. A good idea? Cross training CSD should have qualified people responsible for each division.

MANAGEMENT'S CLOSURE DECISION

- 6a. CSD analyst assigned to division should assess accounting needs of that division and make determination, then whether CSD can meet needs or division should perform its own accounting.
- b. Program managers are responsible for their budgets to extent delegated under IV.A.1. above.

7. Finding(s):

- a. Lack of a budget is not a major problem with HIPLEX because they know the amount of federal funds they have to operate with. An internal field accounting is kept of all expenditures.

Rank:

1/2.0

Recommendations:

1. None, no problem.

MANAGEMENT'S CLOSURE DECISION -- 7. No action needed.

8. Finding(s):

- a. Fiscal deadlines originating from the budget office are often too short, plus the turnaround time from support services is added time.
- b. Deadlines are unclear or are very short in the preparation phase of the budget.

Suggestion(s):

Bureaus need to know entire budget process including key timing points within the process.

Rank:

11/3.9 6/4.3 5/3.4

Recommendations:

1. Training and budget manual needed.
2. Agree with suggestion.

MANAGEMENT'S CLOSURE DECISION

- 8a. Unrealistic deadlines will continue to exist.
- b. Implementing previous recommendations should help solve problem of communicating deadlines.

9. Finding(s):

- a. Field offices (Water Rights) don't know where they stand during the year financially because no budgets exist at this level. Only at the end of the fiscal year are instructions provided on financial expenditures.

Suggestions:

Have budgets for field offices or at least broken down to that level.

Rank:

3/4.0

Recommendation(s):

1. Move budget to field office level. Make all budget allocations. (deleted)

MANAGEMENT'S CLOSURE DECISION -- 9. Addressed

10. Finding(s):

- a. Budget process should be tied to management's objectives to help set priorities for limited financial resources.

Suggestions:

Set priorities between programs.

Rank:

5/3.8

Recommendation(s):

1. Set priorities between programs and drop unnecessary ones. Recommendations should come from lowest level. 2. Use BMO program to prioritize Department programs.

MANAGEMENT'S CLOSURE DECISION

10. MBO implementation will tie objectives and budget together (will take several years).

B. FISCAL PROCEDURES

1. Finding(s):

- a. A finance manual should be prepared for the divisions giving instructions on all fiscal and accounting activity and explaining who is responsible. Changes to the manual should require discussion with, and agreement by, the divisions.
- b. Changes in all fiscal and administrative procedures are numerous and informal (often merely a telephone call) and this is too loose.

Rank:

12/4.4 6/4.8 6/4.0

Recommendation(s):

1. Comply finance manual - make changes in manual after informal notice received.

MANAGEMENT'S CLOSURE DECISION

1. CSD wait 1 year, and reassess need for manual at that time.

2. Finding(s):

- a. CSD has been helpful in setting up program numbers; furnishing reports; and in interpretation (Identified Strength)

Rank:

5/2.6

Recommendation(s):

o.k.

MANAGEMENT'S CLOSURE DECISION

- 2. No action needed.

3. Finding(s):

- a. The fiscal bureau needs a formal reorganization because of increased workload and functions. Efforts are underway to do this.

Rank:

7/4.1

Recommendations:

What are efforts? Advise management.

MANAGEMENT'S CLOSURE DECISION

- 3. Reorganize Fiscal Bureau if and when needed at discretion of CSD Administrator and Director.

4. Finding(s):

- a. The contingent fund is not sufficient.

Suggestion(s):

Reduce the need for travel advances by speeding the payment of travel (and other) claims.

Rank:

7/3.4

Recommendation(s):

1. Require employees to submit expense claims on a timely basis or forfeit right to further advances. (deleted) 2. Bend over backwards to support employees.

MANAGEMENT'S CLOSURE DECISION

1. All divisions shall communicate and enforce existing policy--apply Dept. wide.

C. CLAIMS

1. Finding(s):

- a. Support services has an excessive amount of work handling claims. Adjustments to handle the workload are being made.
- b. Accounting requirements (both from within the Department and external to the Department) are beginning to strip the abilities of the existing workforce.

Suggestion(s):

Authorize more FTEs for support services.

Obtain FTE authorizations from other divisions.

Rank:

16/4.3 8/4.6 8/4.0

Recommendation(s):

1. Place greater emphasis on processing claims. Review - staff, procedure, personnel. 2. Decentralize portions of support services to field - increase FTEs there if needed.

MANAGEMENT'S CLOSURE DECISION -- CSD obtain additional resources and assess procedures in processing claims to determine feasibility of automation and/or delegation to divisions.

2. Finding(s):

- a. Established procedures for getting claims paid are not being followed.

Suggestion(s):

Submit proper number of copies of any claim.

Rank:

8/2.1

Recommendation(s):

1. Establish written procedure for contract claims.

MANAGEMENT'S CLOSURE DECISION

1. CSD establish written procedure for payment of contract claims.

3. Finding(s):

- a. Claims are not being paid in a timely fashion: between 30 and 90 days elapse before warrants are issued for ordinary claims, 2nd and 3rd notices and threats of termination of service have been received, and a backlog exists.

Suggestion(s):

Involve more people in getting claims paid if the workload is excessive for one person.

Revise claims processing procedure.

Rank:

7/3.9

Recommendation(s):

1. Same as C-1. 2. State problem which CSD should work on - decentralization might alleviate problem.

MANAGEMENT'S CLOSURE DECISION

1. 1 and 2 above will resolve (we hope).

D. POSITION AND COMPLEMENT CONTROL

1. Finding(s):

- a. The position control report cannot be interpreted because it does not contain current FTE allocations. Presently it is of little use to the divisions and field units.

Suggestion(s):

Changing the report to make FTE allocations between positions would meet needs.

The system allows for changes and they should be made to reflect current conditions as they exist.

Authority to correct position numbers should be at division level.

Rank:

6/4.0

Recommendation(s):

1. Centralized Services should enter FTEs into the system that properly reflect the divisions staff requirement . . . at the beginning of each fiscal year. (CSD is exercising arbitrary control over some divisions).

MANAGEMENT'S CLOSURE DECISION

1. CSD review position control report==divisions should ask CSD if have questions on it.

2. Findings:

- a. The personnel services report, which lists all permanent employees by program, should be modified to breakdown time worked between overtime and regular time.
- b. Before support services makes any decision regarding the dropping of personnel services report, they should consult the divisions and find out the varied uses of the report.
- c. Costs of services are not directly tied to the programs receiving the services; cost reports indicate where support personnel are spending their time, but not where they're being paid or funded.

Rank:

19/3.23 6/3.7 6/3.5 7/2.6

Recommendation(s):

1. Support finding (b), and provide adjustments to program fit needs.

MANAGEMENT'S CLOSURE DECISION

- 2a. CSD conduct periodic training sessions on personnel services report--
revise report as necessary

E. REPORTING

1. Finding(s):

- a. Specially requested financial status reports are late coming to the divisions and are often in unusable format.

Suggestions:

Provide additional support services staff.

Rank:

3/2.3

Recommendation(s):

1. Agree with suggestion. (deleted)
2. Provide timely reports.

MANAGEMENT'S CLOSURE DECISION

1. Addressed

2. Finding(s):

- a. The status of funds and appropriation report should be done more frequently (monthly); copies should go to the divisions; and the report should also include encumbrances.

Rank:

6/3.7

Recommendation(s):

1. Being done! Reports go to bureaus too. (deleted)
2. Not important.

MANAGEMENT'S CLOSURE DECISION

1. Addressed--being done.

3. Finding(s):

- a. SBAS monthly reports are useful (Identified Strength).
- b. SBAS reports occasionally come too late in the month. When this occurs:

Suggestion(s):

Complaints should be made to the Dept. of Adm.

Rank:

10/2.0 5/2.0 5/2.0

Recommendation(s):

MANAGEMENT'S CLOSURE DECISION

1. Addressed.

F. PAYROLL AND EMPLOYEE EXPENSES

1. Finding(s):

- a. Travel advance requests are needed at least once a week in advance, which isn't always possible.

Rank:

4/3.8

Recommendation(s):

1. Get more money into travel advance accounts and advances should be able to be obtained within an hour. 2. Give those that travel their own revolving account.

MANAGEMENT'S CLOSURE DECISION

1. Addressed.

2. Finding(s):

- a. Payroll checks are being sent to field locations via certified mail.
(Identified Strength).

Rank:

2/3.5

Recommendation(s):

1. Send them first class, certified is too much hassle.

MANAGEMENT'S CLOSURE DECISION

1. No action.

3. Finding(s):

- a. Direct bank deposit of employee payroll checks should be an offered service.

Rank:

3/3.7

Recommendations:

1. Yes, implement at state level.

MANAGEMENT'S CLOSURE DECISION

1. Dept. Admin. looking into feasibility.

4. Finding(s):

- a. Per diem checks take too long to get back to the employee. "Takes about a month if you're lucky."

Suggestion(s):

Inform field employees what deadlines must be met to speed up processing.

Rank:

4/4.0

Recommendations:

1. Set up individual revolving accounts for travel expenses.

MANAGEMENT'S CLOSURE DECISION

1. Addressed.

V. MAIL HANDLING/PURCHASING/SUPPLIES

A. MAIL HANDLING

1. Finding(s):

- a. Forestry division SW area needs a separate mailing address from Division office.

Rank:

6/3.0

Recommendations:

1. Yes - give them a P.O. box. 2. O.K. or allow them to have a mail box and consider implementation for other offices.

MANAGEMENT'S CLOSURE DECISION

1. Delegated to FD to resolve.

2. Finding(s):

- a. State and Department communications to individual employees at field locations arrive in numbers either in excess or deficient for the actual number of employees

Suggestion(s):

1. Person handling the mail should know how many employees are at each location

Rank:

4/2.5

A. 2. Recommendations:

1. Follow suggestion. (deleted)
2. Have the field office make necessary copies. (deleted)
3. Follow suggestion - should curtail unnecessary copying to allow for more efficient centralized duplicating and mailing. Suggest typists use carbon copies more than photo copy.

MANAGEMENT'S CLOSURE DECISION

1. Delegated to divisions to resolve.

3. Finding(s):

- a. Mail is often missent and goes to the wrong field office.
- b. Mail from Helena is slow in arriving to field offices; sometimes is unnecessarily delayed; many times information never gets to us, i.e. communications from the Purchasing Division.

Suggestions:

1. Be aware of division's needs.
2. Paperwork (i.e. state contracts) from Department of Administration and other agencies should go directly to divisions rather than routed through headquarters.

Rank:

10/3.2 6/3.3 4/3.2

Recommendations:

1. Keep up to date organization charts for routing.
2. Person routing be aware of deadlines and expedite to field if necessary.

MANAGEMENT'S CLOSURE DECISION

1. Delegated to divisions to resolve.

A. 4. Finding(s):

- a. Cannot utilize United Parcel Service because they require prompt cash payment.

Suggestion(s):

1. Provide petty cash funds for field offices.
2. Consider state contract with UPS.

Rank:

4/4.2

Recommendations:

1. Suggestion 1. (deleted) 2. Establish contingency revolving fund like Forestry. 3. Use bus. 4. Consider state contract with UPS (suggestion 2).

MANAGEMENT'S CLOSURE DECISION

1. Delegated to CSD to resolve.

5. Finding(s):

- a. The time required to get a new supply of postage stamps is excessive - 4 to 6 weeks.

Suggestion(s):

1. Provide petty cash funds for field offices.
2. Postage machines should be provided.

Rank:

4/3.2

A. 5. Recommendations:

1. Plan ahead. 2. Contingent revolving June.

MANAGEMENT'S CLOSURE DECISION

1. CSD explore providing postage machines and petty cash funds in field.

6. Finding(s):

- a. Internal routings of mail are slow, irregular, and inconsistently handled.

Suggestion(s):

1. Assign someone to deliver all mail that goes "across the street" (rather than having ED, CDD, and O&G each send someone over to pick up their own mail).
2. Hire a mail clerk.
3. Initiate system used by Forest Service (i.e., use cart to deliver and pick up mail throughout the Department twice a day).

Rank:

7/2.6

Recommendations:

1. Assign someone from "across street" to pick up mail (suggestion 1).

MANAGEMENT'S CLOSURE DECISION

1. CSD analyze and implement improved procedures, including changing mailing address, having 1 person handle all mail for St. John's building, hiring mail clerk, etc.

A. 7. Finding(s):

- a. Employees complain about personal mail being opened.

Suggestion(s):

1. All mail coming to the office must be opened.

Rank:

5/2.8

Recommendations:

1. Don't open if marked "personal".

MANAGEMENT'S CLOSURE DECISION

1. No action.

8. Finding(s):

- a. If special mail is expected and wanted in a hurry, then the Divisions should contact support services so this mail receives special consideration.

Rank:

8/3.5

Recommendations:

1. Agree.

MANAGEMENT'S CLOSURE DECISION

1. Agree.

A. 9. Finding(s):

- a. Special mail handling works if requested (identified strength).

Rank:

4/3.5

Recommendations:

1. Repeat of 8.

MANAGEMENT'S CLOSURE DECISION

1. No action needed

10. Finding(s):

- a. Large external mailings and deliveries are handled inconveniently for divisions located in the old St. John's Hospital building.
- b. Tons of mail are constantly being carried from across the street (old hospital), this is not cost effective.

Suggestion(s):

1. Use that building's loading dock.
2. State mail service is provided the old hospital so have direct mail service.

Rank:

10/3.3

3/4.7 7/2.7

A. 10. Recommendations:

1. Check on feasibility of separate stopover at St. John's Hospital.

MANAGEMENT'S CLOSURE DECISION

1. 6 above.

11. Finding(s):

- a. Mail is picked through by individuals prior to divisions mail pick up.

Suggestion(s):

Why don't they pick up all the mail and take it all over at once?

Each division should assign 1 person to pick up all the divisions mail.

Rank:

4/2.5

Recommendations:

1. Each division should assign one person to pick up mail (suggestion 2).

MANAGEMENT'S CLOSURE DECISION

1. 6 above.

A. 12. Finding(s):

a. Mail is sometimes left inside the door at 25 S. Ewing.

Suggestion(s):

Provide mail slots for divisions.

Check daily.

Rank:

4/2.5

Recommendations:

1. ? Apparently wrong address is given. 2. Division should use 32 South Ewing as address. 3. Check mailbox. 4. Have CSD inform division in St. John's that mail is distributed.

MANAGEMENT'S CLOSURE DECISION

1. 6 above.

13. Finding(s):

- a. Mail handling is a problem: handled too many times; take too long to be distributed; special materials are unduly delayed; and only one secretary opens all the mail.
- b. Can incoming mail be handled in a more efficient manner? The Department is receiving more mail than in the past.
- c. It takes more time and effort to handle the mail than is generally realized.

Suggestion(s):

Use P.O. boxes for certain programs when appropriate.

Set up direct distribution.

Methods should be consistent among division, (i.e., should envelopes be attached or discarded).

A. 13. Suggestion(s):

Consider a FTE mail handling and delivery.

Consider a separate mail room.

Rank:

20/3.1 7/4.1 5/3.0 8/2.3

Recommendations:

1. No FTE or room (no resources).
2. Consider adding $\frac{1}{2}$ to 1 FTE.
3. Eliminate duplicate copies (postcard - to cut duplication).

MANAGEMENT'S CLOSURE DECISION

1. 6 above.

B. PURCHASING

1. Finding(s):

- a. Requiring purchase orders and competitive bidding causes unnecessary delays for HIPLEX in acquiring needed supplies such as lumber and tools.

Suggestion(s):

Raise spending limits for non-purchase order items.

Rank:

3/3.7

B. 1. Recommendations:

1. Raise limit to \$150. (deleted)
2. Cannot be done (set by Department of Administration).

MANAGEMENT'S CLOSURE DECISION

1. CSD request D/A to raise spending limit

2. Finding(s):

- a. Field decisions on capital equipment are judged by the Helena office.

Rank:

3/3.7

Recommendations:

1. Field offices should prioritize items on capitol requests.
2. Written justification (CSD should not exercise independent judgment except to see that procedures are complied with. Written justification for some purchases are required.

MANAGEMENT'S CLOSURE DECISION

1. Dept. policy does not require DSC approval to purchase capital equipment--that decision is made at program level--CSD ensures that proper procedures are followed.

3. Finding(s):

- a. There is a delay in Helena in paying small bills causing embarrassments to field offices arising from overdue notices and threatened credit losses.

Rank:

4/3.25

B. 3. Recommendations:

1. Establish petty case amount and allow payments or contingent revolving fund at division levels. Need to distribute claims processing function in Helena to expedite bill paying.

MANAGEMENT'S CLOSURE DECISION

1. No action.

4. Finding(s):

a. Authority for purchasing is unclear. "Can a guy buy a hammer locally at reduced prices?"

Suggestion(s):

Delegate purchasing decisions to the lowest level.

Rank:

6/3.8

Recommendations:

1. Agree with suggestion. (deleted) 2. Delegate to lowest level possible within procedures.

MANAGEMENT'S CLOSURE DECISION

1. CSD disseminate existing procedures.

B. 5. Finding(s):

- a. Replacement for unplanned, catastrophic capital losses should not come out of current equipment budget; i.e., replacement of vehicles damaged on a fire should be charged to the fire.

Rank:

6/3.5

Recommendations:

1. Should be done if at all possible.

MANAGEMENT'S CLOSURE DECISION

1. FD resolve.

6. Finding(s):

- a. Possibly paperwork between Purchasing Division and DNRC division could flow directly rather than pass through support services.

Suggestion(s):

Authority to purchase is with division, therefore requisitions should be approved and signed by divisions.

Rank:

6/3.1

Recommendations:

1. Agree with recommendation.

MANAGEMENT'S CLOSURE DECISION

1. Existing procedures will continue--divisions don't have capability (in general) to do it themselves.

B. 6. Recommendations:

7. Finding(s):

- a. Duplicate and/or unnecessary purchases are being made.
- b. Items are being purchased when they could be borrowed.
- c. Purchasing requests are sometimes based on personal attitudes (e.g., that the "government is paying for it") and ego problems (e.g., my own needs have the priority).
- d. Supervisors are not adequately scrutinizing purchase requests.

Suggestion(s):

Better communication among divisions.

Written policy or memorandum.

Instructions for new employees.

Require employee to pay for purchase (e.g., books) if proper procedure wasn't followed.

Establish enforcement procedures.

Supervisor should scrutinize purchase requests more closely.

Employees need to assume more responsibility.

Rank:

32/2.9 8/2.6 8/3.0 8/2.6 8/3.4

Recommendations:

- 1. Agree. (Emphasize last two suggestions.)

MANAGEMENT'S CLOSURE DECISION

- 1. Budget delegation will help resolve these problems.

B. 7. Recommendations:

C. SUPPLIES

1. Finding(s):

- a. The purchases of low cost items are being placed on employee expense accounts since no cash is readily available to make these purchases.

Suggestion(s):

Provide petty cash funds for field offices.

Rank:

4/3.5

Recommendations:

1. Agree with suggestion - contingent revolving fund.

MANAGEMENT'S CLOSURE DECISION

1. Addressed.

2. Finding(s):

Position 1

- a. When we order quipment, instruments, etc., we usually get what we specified. (Identified strength.)

Position 2

- b. Items cannot be obtained quickly unless there is a directive from above. Money is available but can't get needed items, have to rely on surplus property.

C. 2. Suggestion(s):

When possible borrow from other agencies, i.e., legislative council when not in a session.

Cut red tape.

Rank:

1/5.0

3/4.0

Recommendations:

MANAGEMENT'S CLOSURE DECISION

1. No action.

3. Finding(s):

Position 1

- a. More pleased with the present supply system than with the old system because now we receive what was ordered, although late.

Position 2

- b. The new supply system is a disaster. We are already ordering for next June and July's supplies are just arriving.
- c. Present supply list is difficult to work with: list has no pictures; supplies come in late with lots of substitutes; some supplies never arrive; and can only place quarterly orders.
- d. A too short notice is given for placing supply orders.
- e. The present system of ordering office supplies is bad: orders are made only quarterly, and supplies come slowly if at all.
- f. Ordering supplies is a big headache: it is difficult to work with the supply list, it is very difficult to project supply needs so far into the future, many needed items are not on the list and how are they obtained.

C. 3. Suggestion(s):

Centralized purchasing system should be optional.

Have pictures in supply list.

Complaints should be made to Department of Administration.

Determine if present system is cost effective.

On occasion critical items needs should be expedited.

Maintain a central supply store either at the state or department level.

Rank:

4/3.8

14/3.4 1/3.0 3/3.0 7/3.1 3/4.6

Recommendations:

1. Central supply store - yes.

MANAGEMENT'S CLOSURE DECISION

1. Central supply store being set up by state.

VI. FIELD OFFICE SUPPORT

FIELD OFFICE ESTABLISHMENT

1. Finding(s):

- a. DNRC field offices are now being established in a haphazard, reactionary fashion rather than being planned.

Suggestion(s):

Consider future size and responsibilities of a growing organization.

Consider efficiencies of operations.

Agree upon best future locations.

Rank:

7/3.4

Recommendations:

Question: Which offices were established in the manner described above?

1. Create department field offices (not division offices, we recognize political & budgetary problems). *If it is efficient and economical to do so, given different division missions.
2. Do not agree with findings - examples?
3. Agree with this, establish overall plan for setting-up field offices and decentralization public services.
4. Divisions should cooperate among themselves to get the best overall office location, consider strongly individual division needs which may override Department needs.

MANAGEMENT'S CLOSURE DECISION 1a. In future, plan Dept. field offices around Dept. needs, not just division needs--no division field office will be established w/o first having considered overall Dept. needs and w/o approval of Director.

1b. CSD and all divisions continue to work towards combining existing field offices, as has been done in Kalispell, Lewistown, and Billings.

1c. Director and CSD encourage state government (D/A) to work towards combined state offices in one location in each city.

2. Finding(s):

- a. There is a lot of interaction between Water Rights field offices and Water Rights headquarters. (Identified Strength.)
- b. Since DNRC opened water rights field offices, support from Helena headquarters has generally improved each year. (Identified Strength).

Rank:

7/3.4 3/3.3 1/4.0 3/3.3

Recommendations:

No comment

MANAGEMENT'S CLOSURE DECISION 1. No action needed.

3. Finding(s):

- a. Where sufficient demand/workload exists, certain technical specialists could be decentralized by assignments to field offices or geographical areas of the state.
- b. The decentralization of technical specialists could create administrative problems, including establishment of priorities and supervisory responsibility.
- c. Technical services support deal directly with a water use applicant for a water use permit this leaving the field people in the dark which results in applicant getting two differing sets of advice or opinions.
- d. The support provided by WRD technical services has not been adequate and as a result field personnel use more accessible SCS engineers for support.

Suggestion(s):

Coordinate the use of specialists at an intermediary level between the Director and Division Administrators.

Allow informal communications, but assign someone authority to resolve conflicts.

Dissolve division identification of field offices.

Put technical services people in the field.

Technical services support should work through field offices.

Rank:

20/3.3 3/3.7 3/3.7 7/3.4 7/2.9

Recommendations:

1. Believe there is a severe break gap in communications between all field offices and Helena headquarters. 2. Inadequate training for new personnel. 3. Where possible, field offices of different divisions should be combined into a DNRC field office, but with separate division job space. 4. Support suggestions 2, 4, & 5. 5. Agree with decentralization, provided a real need has been established.

MANAGEMENT'S CLOSURE DECISION

1. Divisions are encouraged to consider locating technical people in field before hiring, and moving existing staff to field where practical, necessary, and agreed to by employee.

4. Finding(s): Position 1

- a. DNRC must get employees into the field if the public is to be served and greatest efficiency and effectiveness achieved.
- b. Most employees are located "at the top"; and those employees who actually provide services form a relatively small wedge "at the bottom."
- c. Interactions between the public and natural resources occurs in the field.
- d. Field office personnel are receiving numerous inquiries on resource questions that are beyond the parent division on DNRC; e.g. oil and gas drilling, forestry, state lands, etc. These inquiries (about 10-15 percent of workload) are likely to increase due to SB 76 publicity of the existence of DNRC field offices.

Position 2

- e. The establishment of more field offices could create problems: mushrooming bureaucracy, increased regulation, empire building, resistance of employees to moving, internal DNRC conflicts.

Suggestion(s):

Where possible the Helena workload should be decentralized to field locations.

Locate technical position in the field rather than Helena to enhance assistance to the public.

Reverse the "at the top" proportions.

Decentralize the Helena staff.

Need more communications to the field from other Department Divisions.

Rank:

Position 1.	20/3.7	7/3.7	7/3.6	3/5.0	3/2.7
Position 2.		5/1.6			

Recommendations:

- 1. Misconception exists that all public services are in the field do not necessarily have to be in field. Public benefit but not direct contact.
- 2. Accessibility is one service; product is yet another service. Don't decentralize to loose efficiency. 4.d. More information and education (orientation program) to field employees regarding functions of state government. 4.a. As resources allow strongly support suggestion #2.
- 5. Disagree with 4d., spending too much time on other areas. Should know where to refer people.

MANAGEMENT'S CLOSURE DECISION

- 1. Addressed.

B. FIELD OFFICE SUPPORT

1. Finding(s):

- a. The efficiencies of some existing field offices could be improved.

Suggestion(s):

Share office space

Share secretarial services.

Rank:

7/3.4

Recommendations:

1. Share office space, P.O. box, etc. 2. Yes, as long as don't overload existing facilities.

MANAGEMENT'S CLOSURE DECISION

1. Addressed.

C. INFORMATION DISSEMINATION

1. Finding(s):

- a. Units located outside of Helena don't know the range of support services available or are unfamiliar with them.

Suggestion(s):

DNRC should put an information booklet together to explain availability of support services.

Rank:

4/4.5

Recommendations:

1. Re-emphasizes need for employee orientation and defining of support service function. 2. Manager responsibility to inform employees as to availability of support services - orientation (i.e., slide-tape series).

MANAGEMENT'S CLOSURE DECISION

1. Addressed; all divisions included in orientation meetings.

DIRECTORY OF EMPLOYEES

1. Finding(s):

- a. Field personnel often do not know who to call in Helena because the phone list is inadequate: only has peoples names, not their responsibilities, only get updated phone list once a year.

Suggestion(s):

Need a directory of DNRC employees and their responsibilities and titles.

Use a loose leaf directory and provide page changes.

Rank:

4/4.0

Recommendations:

1. Agree.

MANAGEMENT'S CLOSURE DECISION

1. All divisions included in orientation meetings; supervisors have responsibility to inform employees of who works where and what their responsibilities are.

VII. COMPUTER SERVICES/PHONE SYSTEMS/REPRODUCTION/RADIO SYSTEMS

A. COMPUTER SERVICES

1. Finding(s):

- a. In general, the computer science services being provided are "great." (Identified strength.)
- b. Computer services has been helpful, they have provided needed assistance (identified strength).
- c. Computer services is a model of a support service (identified strength.)

Rank:

2.0/3.5 7/2.9 3/4.3 3/4.0

3.6/31 6/3.7 5/4.2 7/3.7 7/3.1

Recommendations:

1. Agree, no problem.

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

2. Finding(s):

- a. Requests to purchase desired computer equipment have been cut at the state government level, although funding was available.

Rank:

7/2.8

A. 2. Recommendations:

1. Find out why cut.
2. Look at alternatives and evaluate matching equipment to needs.
3. Centralization of computer services is not reasonable to individual division/bureau area needs. (deleted)
4. Better justification of requests needed.

MANAGEMENT'S CLOSURE DECISION

1. No action--beating dead horse.

3. Finding(s):

- a. DNRC is not fully utilizing potential computer capability.

Suggestion(s):

Acquire microcomputers

Increase computer services staff

A Department level study of possible computer applications in the field.

More information is needed to explain the level of computer support available to field operations.

More staff training.

Need someone to work with us to design and develop these systems.
Can utilize forest service assistance.

Need support of the Department.

A computer services bureau should be established.

Rank:

3.6/31 6/3.6 6/3.6 5/4.2 6/3.6 6/3.1

A. 3. Recommendations:

1. We are not fully utilizing computer uses but staff limited. (deleted)
2. Make people aware of capabilities. 3. Implement phase approach system development includes cost-benefit analysis. 4. More staff training outside of computer specialist. 5. Recognize individual needs among divisions.

MANAGEMENT'S CLOSURE DECISION

- 3a. Run pilot of utilization of recent computer technology (FD resubmit request for micro computer).
- b. CSD provide training in computer capabilities.

B. PHONE SYSTEMS

1. Finding(s):

- a. Southwest area needs a separate telephone line from Division office.

Rank:

6/3.0

Recommendations:

1. Give it to them along with mailbox!

MANAGEMENT'S CLOSURE DECISION

1. Referred to FD.

2. Finding(s):

- a. All receptionists answering telephones should have lessons in how to properly handle calls.

B. 2. Suggestion(s):

Telephone Company offer such a course.

Some work is being done on this.

Rank:

8/3.4

Recommendations:

1. Give them training. 2. Organization chart of who responsible for what. 3. Watch hiring practices. 4. Utilize phone company programs for appropriate personnel.

MANAGEMENT'S CLOSURE DECISION

1. Training plan--as needed.

3. Finding(s):

a. Question whether out-of-state and in-state non-hot line slips are necessary.

Rank:

6/3.2

Recommendations:

1. Turn in monthly sheet for each individual instead of one for every time call (at least monthly, but check on feasibility of dropping slips) (deleted). 2. Accounting for individual phone calls is probably not cost effective, for the amount of time spent administering it. Amen! 3. Forget them.

MANAGEMENT'S CLOSURE DECISION

1. CSD abolish phone slips if legally possible and after decision is made by CSD on how to cost account long distance calls.

B. 4. Finding(s):

- a. Eliminating the State hot-line phone system might save money if you consider time involved in getting a line.

Suggestion(s):

Do an analysis.

Consider employee loss of production as well as cost.

Rank:

6/2.7

Recommendations:

1. Agree - check with C.D., D. of A. (deleted)
2. Recommend checking on more hot-lines. (deleted)
3. Have Mtn. Bell come in and analyze our needs - for documentation purposes to D. of A. (deleted)
4. Analysis or individual basis to see if more lines needed.
5. Reduce personal calls (control).
6. Com lines need busy signals.

MANAGEMENT'S CLOSURE DECISION

1. CSD check whether direct dialing can be authorized; costs of that vs. additional hot lines.

5. Finding(s):

- a. Forestry and Department both need an additional trunk lines.

Rank:

6/2,2

Recommendations:

1. Have Comm. Div., D. of A. check out.
2. Need analysis of our needs (see above).
3. Forestry needs more than 1 trunk line!

MANAGEMENT'S CLOSURE DECISION

1. CSD ask communication division check it out.

B. 5. Recommendations:

6. Finding(s):

- a. Difficulty is encountered by the field in calling Helena headquarters because of the separate, independent, and duplicate telephone networks, i.e., the 3712 system and the 3647 system.

Suggestion(s):

Study phone system of headquarters and the divisions.

Rank:

6/1.8

Recommendations:

1. Comm. Div. working on problem - will be rectified in 18 mos.
2. Suggest Comm. Div. step up efforts.
3. Mtn. Bell analyze dept. phone needs.
4. What are the results of Energy Division survey?
5. Investigate centralized switchboard.

MANAGEMENT'S CLOSURE DECISION

1. CSD encourage communication division to step up efforts to study Dept. needs--if can't be done w/in 6 mos., CSD review.

C. REPRODUCTION

1. Finding(s):

- a. Why can't the XEROX be kept in proper working condition?

Rank:

5/2.0

C. 1. Recommendations:

1. Ask competitors.
2. Terminate contract and rewrite specifications for replacement.
3. Analyze justification for additional machines.

MANAGEMENT'S CLOSURE DECISION

1. CSD assign one individual to monitor copying machine performance and but company to keep it maintained and repaired.

2. Finding(s):

- a. Too many Xerox copies are being made.

Suggestion(s):

Use carbon copies

Use word processing

Rank:

8/2.1

Recommendations:

1. Policy on personal copies procedures - follow.
2. Central duplicating should be utilized whenever possible.
3. Use carbon copies.

MANAGEMENT'S CLOSURE DECISION

1. Addressed with supervisors being responsible for budget.

D. RADIO

1. Finding(s):

- a. Centralization of radio communications with the Department of Administration is not working well for Forestry: Lost ability to know what is happening locally and lost engineering capability.

Suggestion(s):

State repair shop is expensive. Need someone on staff to provide engineering, technical support, and preventive maintenance.

Rank:

6/3.8

Recommendations:

1. Agree. 2. Another option is to contract locally for repairs and maintenance.

MANAGEMENT'S CLOSURE DECISION

1. FD investigate and make decision

VIII. ADMINISTRATIVE SUPPORT SERVICES

A. PUBLICATIONS

1. Finding(s):

- a. Publication review is a bottleneck at the top because all publications must have Director review. This causes bottlenecks.

Suggestion(s):

Determine which types of publications can be reviewed and approved at lower levels.

Categorize publications as to amount of review required

2. Finding(s):

- a. Special Staff ends up reviewing some publications repeatedly.

Suggestion(s):

Provide heavier involvement of Special Staff at initial stage.

Provide more critical review at points earlier in the procedure, rather than depending on Special Staff to catch problems at the end.

Rank:

7/3.7

Recommendations:

1. Suggestions o.k. Agree with suggestions; divisions should follow established procedure.
2. All suggestions listed above should be implemented.

MANAGEMENT'S CLOSURE DECISION

A1. Agree with suggestions.

A2. Agree with suggestions.

3. Finding(s):

- a. Role of legislative publication screening committee may interfere with actual job performance.

Rank:

8/2.8

Recommendations:

1. Pursue changing law to abolish committee. (deleted) unrealistic.
2. Submit printing specs early.

MANAGEMENT'S CLOSURE DECISION

- 3a. Director pursue changing law.
- b. CSD submit printing specs. early

4. Finding(s):

- a. Need a clarification of the authorship policy for DNRC reports.

Suggestion(s):

Existing policy should be made known to employee.

Rank:

3/3.0

Recommendations:

1. Suggestion o.k.

MANAGEMENT'S CLOSURE DECISION

1. CSD disseminate existing policy.

5. Finding(s):

- a. Although the mission of the publications bureau is to produce external documents, considerable time (15-20%) is spent producing one time internal documents that are overly elaborate and not cost effective.

Suggestion(s):

Charge for the work performed.

Rank

7/3.7

Recommendations

1. Suggestion o.k.
2. Need better control. (deleted) Who is to do the controlling?

MANAGEMENT'S CLOSURE DECISION

1. No action.

6. Finding(s):

- a. Publication deadlines (both production and review) are sometimes unrealistic, missed, and repeatedly rescheduled.

Suggestion(s):

Base deadlines on the time required for employees to do the job properly or on legal deadlines, rather than on political considerations of management.

Provide more critical review at points earlier in the process to avoid the need for several revisions at the end.

Rank:

7/4.0

Recommendations

1. Suggestions o.k. - #1 may be impossible under some circumstances.

MANAGEMENT'S CLOSURE DECISION

1. Jello findings--no action

7. Finding(s):

- a. Often, after work is delivered to the publications bureau, numerous changes are made by the originating division. Changes at this time are very expensive and time consuming.

Rank:

7/4.1

Recommendations:

1. Publications bureau should have authority to not accept a report prior to thorough review by the originating division.
2. Only one editor should be assigned to a project . . . do not have more than one editor work on it at different stages.

MANAGEMENT'S CLOSURE DECISION

- 7a. Publications policy shall be followed by all divisions.
- b. All divisions assign only one editor to a report to extent practical.
- c. CSD reject publication if not approved by officials in accordance with publications policy.

8. Finding(s): Position 1

- a. Publications have been held up in editing and during the review process.

- b. The current publications review procedure may be excessive, although thorough review should be given any reports mandated by the Legislature.
- c. Publication review has too many people involved and excessive changes are made. The resulting publication doesn't read like the original draft.
- d. Publication review process has problems: too many people involved; too much redo of publications; last person in review has most influence; and changes after final typesetting.
- e. Publication review process goes on and on; involves too many people; and final responsibility is not clear.
- f. Too many minor (non-policy) publications receive major (policy) review.

Position 2

- g. Review process is about right.
- h. Publication procedure okay.

Rank:

28/3.5 3/3.0 8/3.9 3/3.3 5/3.2 6/3.3 3/4.0

Recommendations:

1. A written publications review procedure should be developed and followed. 2. Review process should be re-examined in light of above suggestions.

MANAGEMENT'S CLOSURE DECISION

- 1. Addressed

9. Finding(s):

- a. Not all DNRC publications may be worth the time and cost involved.

- b. DNRC publications may not all warrant the effort and emphasis they receive.
- c. Some DNRC publications are not widely distributed, are not used, or are not influencing anyone not directly involved.

Suggestion(s):

Initiate an outreach program to inform the public regarding available publications and promote their use.

Determine distribution lists more carefully, and print no more copies than are needed.

Unit cost accounting could be initiated to account for all cost not just printing cost.

Determine on an individual basis which publications should have a charge.

Make initial determination as to the importance of publishing each report.

Use discrimination in varying the quality (time, money and effort) of each report.

Be firmer in recommendations against producing certain publications.

Put thorough efforts into reports mandated by the Legislature.

Recover costs by charging applicant.

Get publication approval from Director.

Relate publication to mission of unit or do not publish.

"Be more responsible about what we print."

Publication control can be achieved by using screening committee set up by legislature.

Disclose when a publication has been paid for by a outside party.

Evaluate quality of end product, considering quality (effectiveness)

Rank:

22/3.5 7/2.9 8/3.8 7/3.9

Recommendations

1. Suggestions o.k.

MANAGEMENT'S CLOSURE DECISION

- 1a. Addressed.
- b. CSD cost account on pilot basis.

B. LIBRARY SERVICES

1. Finding(s):

- a. Divisions should support the library.

Rank:

5/2.6

Recommendations:

1. Agree. 2. Give her more space.

MANAGEMENT'S CLOSURE DECISION

1. Agree.

2. Finding(s):

- a. Library function could be expanded.

Rank:

8/3.0

Recommendations:

1. Consider adding maps and photos listing to where located.
2. Centralize and avoid duplication; e.g., air photos.

MANAGEMENT'S CLOSURE DECISION

1. Library Committee investigate expanded services.

3. Finding(s):

- a. Present library function is working well (identified strength).

Rank

3/3.0

Recommendations:

1. Support library advisory committee.

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

4. Finding(s):

- a. Library can't operate without policies and is therefore putting out a handbook (identified strength).

Rank:

3/3.4

Recommendations:

1. Agree.

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

5. Finding(s):

- a. It has not been determined whether the demand for services warrants having a DNRC library or whether adequate service could be obtained from the State Library.

Rank:

7/3.0

Recommendations:

1. Research librarian needed.

MANAGEMENT'S CLOSURE DECISION

1. In progress by Librarian.

C. LEGAL SERVICES

1. Finding(s):

- a. Some divisions do not contribute funding proportionate to the legal services they receive.

Suggestion(s):

Decentralize attorneys, locating them within the operating divisions but retaining supervision in the Director's Office.

Charge each division directly for the hours of legal services received.

Revise present budget allocations (which fund one attorney from Water, one from MHD, and the rest from Centralized Services)

Rank:

7/2.9

Recommendations:

1. Do not decentralize attorneys.
2. Agree with #3?

MANAGEMENT'S CLOSURE DECISION

1. Addressed in pilot billing system.

2. Finding(s):

- a. Legal opinions are slowin coming as well as policy decisions. (Water rights)

Suggestion(s):

Prompt action needed on field office legal action reports.

Rank:

1/5.0

Recommendations:

1. Support the suggestion - how?
2. Tickler system - legal matters.
3. Tighter management of legal unit.
4. Move hearings secretary position back to legal.

MANAGEMENT'S CLOSURE DECISION

1. Chief Legal Counsel investigate--set up tickler system.

3. Finding(s):

- a. Some divisions may not have adequate access to and service from legal services.

Suggestions:

Decentralize attorneys, locating them within the operating divisions but retaining supervision in the Director's Office, i.e. Forestry Division

Provide legal services with funds to hire an adequate staff

Rank:

13/2.6 6/2.3 7/2.9

Recommendations:

1. Doesn't hold true for most divisions.
2. Decentralization might not be the answer.

MANAGEMENT'S CLOSURE DECISION

1. Addressed in pilot billing system--centralization of attorneys will be maintained.

D. PERSONNEL SERVICES

1. Finding(s):

- a. It appears to be advantageous that the personnel function not be attached to management of employees but remain neutral (identified strength)

Rank:

4/4.8

Recommendations:

1. Agree.

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

2. Finding(s):

- a. The role and placement of the personnel service is unclear, given low priority, not utilized properly, and not in Front Office or in Centralized Services Division.

Suggestion(s):

Needs own secretary or workforce

Needs guidelines or role clarification

Rank:

8/4.5

Recommendations:

1. Switch his secretarial services to front office. (deleted)
2. Have Joel share a secretary with Communications Section. (deleted)
3. Need role clarification and support services and staffing.

MANAGEMENT'S CLOSURE DECISION

1. Deputy Director review support needs and draft role statement for Personnel Officer by 2/1/80.

E. INFORMATION SERVICES

1. Finding(s):

- a. The information function is working well (identified strength)

Suggestion(s):

A little more exposure of DNR, especially programs having services to the public.

Recommendations:

1. Information officer (Bond) should visit all divisions and units providing information releases and exchange information. 2. More aggressive public relations campaign acting - not just reacting.

MANAGEMENT'S CLOSURE DECISION

- 1a. Information officer shall attempt to visit all divisions and units and field office.
- b. Information officer develop public education plan with evaluation of performance.

2. Finding(s):

- a. Some divisions may not receive adequate public information services because of geography or workload.
- b. Insufficient news articles are being published about Department activities and programs.

Suggestions:

Provide Forestry Division with its own public information writer.

Decentralize the information function, but maintain control in the Director's Office.

Rank:

13/2.8 6/27 7/2.9

Recommendations:

1. Disagree with suggestion 1, as long as Forestry Division retains local authority for particular information releases. 2. Agree with suggestion 2 - seems to be happening now anyway.

MANAGEMENT'S CLOSURE DECISION

- 1. Addressed in E.1.b. above.

1. Finding(s):

- a. Technical assistance function of special staff works pretty well (identified strength).

Rank:

5/4.0

Recommendations:

1. Observation - there is a good deal of resentment against Special Staff in some quarters of DNRC. 2. Existing publications policy and procedure should be adhered to, especially with regard to allowing original author to check and approve all changes in publications.

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

G. TECHNICAL WRITING SERVICES

1. Finding(s):

- a. Technical writing services is performing well (identified strength).

Rank:

5/3.0

Recommendations:

1. Same as F1.

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

H. CARTOGRAPHIC SERVICES

1. Finding(s):

- a. Cartography support has been outstanding despite their having to work with tight deadlines (identified strength).

Rank:

3/4.3

Recommendations

MANAGEMENT'S CLOSURE DECISION

1. No action needed.



IX PHYSICAL FACILITIES

A. BUILDING FACILITIES - HELENA

1. Finding(s):

- a. The building is generally less than desirable: because it is not clean, not new, not safe, and overcrowded.
- b. Support services needs more office space and is working on this problem.
- c. Crowding and frequent office changes harm employee morale.
- d. Office space inequities exist within the Department.

Suggestion(s)

Build an earth sheltered, solar heated DNRC building with adequate space for future growth.

Space maintenance and cleaning contracts.

Rank

22/3.9 3/3.7 3/4.3 8/4.5 8/3.3

Recommendations :

1. Request in Long Range Building Program. Also need short term analysis in reallocating space - agree.
2. Investigate possibility of DNRC employees (FTEs) hired for janitorial services - contracts not working.
3. Begin documenting for termination of cleaning contract.
4. State should purchase old buildings instead of leasing.

MANAGEMENT'S CLOSURE DECISION

- 1a. CSD request Dept. of Adm. to begin planning for DNRC building in Helena.
- b. CSD pursue terminating cleaning contractors and hiring employees to provide janitorial services.

2. Finding(s):

- a. When little things don't get done (e.g. elevator, frayed rugs) morale is affected, and it reflects on supervisors who appear to be doing nothing about employee complaints.

Rank :

5/1.8

Recommendations :

1. Small problem pass over. (deleted) 2. Highest level management should see that action is taken to take care of if not need to know why not. (deleted) Top management should not get involved. 3. Same as #1 on janitorial service
4. Put Jeri Lantz on for 3 days to follow janitors around and make sure they do their jobs.

MANAGEMENT'S CLOSURE DECISION

1. Addressed. and CSD in addition continue to pressure landlord to finish repairs--withhold lease payment if its not done.

3. Finding(s):

- a. DNRC's physical separation from the Capitol has advantages.

Rank

7/3.3

Recommendations :

1. Agree, also Forestry has advantages being separated. Observation: There are advantages and disadvantages. 2. DNRC should try to retain separation in any future moves or building program.

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

4. Finding(s):

- a. Helena employees (except field office personnel) should be located in one building.

Suggestions:

Construct a DNRC building.

Rank:

6/4.3

Recommendations:

1. See above - desirable if cost effective - put in Long Range Building Program.

MANAGEMENT'S CLOSURE DECISION

1. Addressed

5. Finding(s):

- a. Stairway to engineering building is unsafe.

Suggestion(s):

Go to OSHA

Rank:

5/2.4

Recommendations:

1. Fix it - owner should fix it - withhold payment of rent if not done.
2. Forget OSHA - can of worms.

MANAGEMENT'S CLOSURE DECISION

1. CSD pressure landlord to fix.

6. Finding(s):

- a. Sidewalk is needed across the backyard.

Rank:

5/1.8

Recommendations:

1. Build it. (deleted) \$idiculous
2. Do it! Ignore memo to use back door.

MANAGEMENT'S CLOSURE DECISION

1. No action

7. Finding(s):

- a. A physical plant person is needed to do small repairs, paint, move desks and carry supplies.

Rank:

5/2.2

Recommendations:

1. Use Ceta - check feasibility of FTE or contracting. (deleted)
2. Require building owner to do what is required.

MANAGEMENT'S CLOSURE DECISION

1. No action

B. EQUIPMENT MANAGEMENT

1. Finding(s):

- a. HIPLEX has the opportunity to purchase equipment and lease it back to the federal government. This would provide the Department or state with much needed equipment as leases would reimburse the cost of the equipment and ownership would be retained by the state.

Suggestion(s):

Make people aware of the opportunity to purchase equipment this way.

Eliminate roadblocks to making these purchase/lease arrangements.

Rank

3/4.0

Recommendations

1. Agree above if applies to contract.
2. If legal, o.k. (deleted)
3. Stay away. (deleted)
4. Give HIPLEX flexibility.

MANAGEMENT'S CLOSURE DECISION

1. CSD and WRD investigate and resolve.

2. Finding(s):

- a. Forestry Division is falling behind in the replacement of capital equipment. Repairs and maintenance costs are going higher as equipment grows older.

Suggestion(s):

Agreement is needed on when to replace capital equipment. Data should be used to convince legislature on when to replace capital equipment.

2. A system needs to be designed and implemented to determine when equipment should be replaced, e.g. 80,000 miles for vehicles.

Rank

7/4.4

Recommendations

1. Agree with above. 2. Go on life/cycle cost formula purchasing.
3. Uses/objective method to convince legislature of needs.

MANAGEMENT'S CLOSURE DECISION

1. CSD and FD investigate--consider life cycle cost accounting and alternatives to financing purchasing.

3. Finding(s):

- a. The use of specialized equipment (e.g., Forestry's snow machines) could be shared, coordinated.

Suggestion(s):

Make the existence of specialized equipment known.

Rank

7/3.1

Recommendations

1. Snow equipment available June thru September. (deleted) 2. O.K. See local office. 3. Share equipment where possible. 4. Develop inventory of specialized equipment to facilitate sharing.

MANAGEMENT'S CLOSURE DECISION

1. Inventory list being pursued--should be handled at local level.

4. Finding(s):

- a. Decentralize whatever you can, ownership seems to make things work better, e.g. control of cameras and other equipment at the user level.
- b. Someone who uses it needs to be responsible.
- c. Inventories of equipment (if necessary) can be centralized, but not the use of and access to equipment.

Suggestion(s):

Employee buys into the equipment (such as calculators) and then owns it.

Rank

10 2/0 5/1.4 5/2.6

Recommendations

1. Items under \$200 can be monitored at unit level. (deleted)
2. Doesn't pertain - can't see problem.
3. Investigate feasibility of suggestion.
4. Due to level of salaries not feasible.
5. Questionable.

MANAGEMENT'S CLOSURE DECISION

1. No action.

C. BUILDING FACILITIES - FIELD

1. Finding(s):

- a. More aircraft hanger space and a maintenance shop will

Rank:

4/3.8

Recommendations:

1. Long Range Building program - pursue more space.
2. Until someone attacks aircraft pool, we can't do anything - doesn't apply to excess property.

MANAGEMENT'S CLOSURE DECISION

1. Assigned to FD--put in Long-Range Building Program.

2. Finding(s):

- a. Who do field office personnel turn to when they need something done about the physical plant? Example: the building is cold and we need space heaters but are told there is no guarantee of Department purchasing such equipment, therefore personnel funds may have to be used.

Suggestion(s):

Be sympathetic toward the needs of field personnel.

Rank:

4/3.75

Recommendations:

1. Agree. See Ziegler - EDTR.
2. Be made aware of needs and pursue solutions.
3. Call appropriate landlord for fixing of physical plant.
4. Give office manager power/authority to deal with situation.

MANAGEMENT'S CLOSURE DECISION

1. Field office managers are hereby delegated power to negotiate leases of facilities and determine facility needs with landlord--CSD assign one person to oversee.

3. Finding(s):

- a. Field office staff are required every 6 months to complete and mail in a building inspection form even though they have nothing to do with the renting of buildings.

Suggestion(s):

Building inspections on leases and rentals should be made by persons with authority over those leases.

Rank:

4/3.0

Recommendations:

1. No big deal. (deleted)
2. No change. Agree with suggestion! 101%.
3. Control should be delegated to office manager.

MANAGEMENT'S CLOSURE DECISION

1. Addressed above.

4. Finding(s):

- a. Adequate facilities in Billings cannot be obtained for at or below \$7.00 per sq. ft. suggested.

Suggestion(s):

Consider rental cost differences among communities.

Rank:

4/1.0

Recommendations:

1. May have to come up with more money. 2. Unaware of \$7.00 limit. Budget restraint may be reason. 3. Build addition to Oil & Gas building and call it DNRC building in Billings.

MANAGEMENT'S CLOSURE DECISION

1. No limit exists.

5. Finding(s):

- a. There are benefits if DNRC's HIPLEX headquarters could be located away from the federal contractors: e.g. many DNRC employees seem to be working for 2 bosses (1 federal and 1 state).

Suggestion(s):

Routine coordination of federal/state effort is needed. Both parties need to know what's going on.

Physical work areas for the state team may be useful.

Look to alternate arrangements.

Rank:

2/3.5

Recommendations:

1. Agree with suggestions.

MANAGEMENT'S CLOSURE DECISION

1. Assigned to WRD.

6. Finding(s): (Position 1)

- a. State offices in field locations, e.g. Miles City, should be in one building where possible.

(Position 2)

- b. Pooling and sharing of resources and equipment is now more important than physical grouping of employees.

Rank:

3/2.0

Recommendations:

1. Should not crowd, but o.k. to consolidate if adequate space.
2. Agree if possible to do so.

MANAGEMENT'S CLOSURE DECISION

1. Addressed.

D. PROPERTY MANAGEMENT

1. Finding(s):

- a. A new mandated property management system seems to be in the works and concern exists over who in the Department will take the initiative for guiding and coordinating this new system.

Suggestion(s):

The Department needs a plan of action to implement the system.

Consider the cost and manpower of implementing the new system.

Look at the entire system now to see if manpower and funds available to carry out implementation.

Rank:

6/3.7

Recommendations:

1. Agree with suggestions.
2. A matter of priorities.

MANAGEMENT'S CLOSURE DECISION

1. CSD develop action plan to implement system.

2. Finding(s):

- a. The mandated state property management system will not be adequate to meet Federal excess property requirements of Forestry Division.

Rank:

6/3.1

Recommendations:

1. Provide in house computer program to handle if this is found to be true, and if cost effective.
2. Try to work toward compatibility of the 2 systems - integration.

MANAGEMENT'S CLOSURE DECISION

1. CSD and FD work together to integrate systems, if feasible.

X. MANAGEMENT AND HUMAN RELATIONS

A. MANAGEMENT IMPROVEMENT

1. Finding(s):

- a. Support services has a staffing problem.
- b. Perhaps support services' workload is too great.
- c. Divisions assume that support services should give their work number 1 priority seldom realizing that support services also has their own work to get done.
- d. Support services should set their own priorities rather than have other divisions do so.

Suggestion(s):

Charge the divisions for all service work done by support services to reduce unnecessary work requests.

Hire more accounting staff.

Accept offers of other divisions to fund additional FTEs for support services.

Rank:

23/3.3 8/4.4 8/4.0 3/5.0 4/4.8

Recommendation:

1. Support services will need more FTEs as workload increases - may be field positions if decentralized. (deleted) 2. Agree! - some areas. Streamline present systems to become more efficient. 3. C & D reflect an improper attitude within CSD. 4. Charge division for all service work (see suggestion 1 above). 5. Look closer at their own workload to see if it's essential. 6. Say no to work requests if unnecessary - who & what authority.

MANAGEMENT'S CLOSURE DECISION

- 1. CSD test concept of charging divisions for support services provided by CSD through mock pilot, such as legal services.

A. 2. Finding(s):

- a. Programs are expanding, yet we are faced with the realities of reduced budgets and restricted use of gasoline.
- b. Funding levels are inadequate.

Suggestion(s):

Decisions are needed, at the level of division administrator or above, as to what to stop doing.

Rank:

9/4.7 4/5.0 5/4.4

Recommendation:

- 1. Priorities must be set by administrators with input from field. Maybe cross-division lines.
- 2. Budget needs must be presented to legislature, from field up.

MANAGEMENT'S CLOSURE DECISION

- 1. Implementation of MBO will eventually set priorities, target resources, and evaluate programs.

3. Finding(s):

- a. Responsibilities are not always being delegated to the proper level.

Suggestion(s):

Publications review, and information handling and retrievability should remain at a high level.

Budget responsibilities can be delegated to a lower level.

Make individual determinations of delegation depending on service being considered.

Rank:

8/3.8

A. 3. Recommendation:

1. Suggestion #2 - agree. Supervisory problem. 2. Change present system (establish procedures) 3. Program planning (MBO) should allow for efficient disbursement of funds to programs.

MANAGEMENT'S CLOSURE DECISION

1. Too general--can't respond--except implementation of MBO, budget delegation, and other actions herein address problem.

4. Finding(s):

- a. Support staff (including centralized services and special staff) is making decisions on i.e., publications review.

Suggestion(s):

Direction, supervision and decisions should be along line personnel.

Division administrator should retain ownership.

Rank:

8/4.1

Recommendation:

1. Established procedure should be followed. 2. Support staff role should be clearly defined. 3. Stop being so paranoid - R.M.

MANAGEMENT'S CLOSURE DECISION

- 1a. Role of SS is misunderstood--they are extension of the Director, without line authority.
- b. Current publication policy is sufficient and addresses the problem.

A. 5. Finding(s):

- a. MBO objectives should be set for individual employees, not just Bureaus and Divisions.

Rank:

3/4.7

Recommendation:

bologna. (deleted) Objectives should be set to individual employees in fully implemented MBO system. (deleted).

1. No - that's not MBO. 2. Establish objectives for individual employees through performance evaluation.

MANAGEMENT'S CLOSURE DECISION

- 1a. Implementation of MBO will set objectives for some employees.
- b. All divisions evaluate feasibility of adopting new performance evaluation system proposed by D/A which involves establishing objectives and performance criteria for each employee.

6. Finding(s):

- a. Some divisions don't do sufficient advance planning and as a result bring their work to support services at the last minute.
- b. Division responses, to support services requests for information, are often either delayed, incomplete, or have to be redone.

Suggestion(s):

Better advance planning by the divisions.

Give more consideration to requests from support services.

Rank:

15/4.8 8/4.6 7/3.9

Recommendation:

1. No problem with Forestry, suggestions are good!

A. 6. Recommendation:

MANAGEMENT'S CLOSURE DECISION

- 1a. Publications procedure shall be followed by all divisions.
- b. Too general to respond.

7. Finding(s):

- a. Status forms on permanent employees should be done by support services since the permanent payroll is done in Helena.

Rank:

6/2.8

Recommendation:

1. Yes - should be done by support services. (deleted)
2. Don Underwood & John Armstrong will investigate

MANAGEMENT'S CLOSURE DECISION

1. CSD and FD work out.

8. Finding(s):

- a. The Department needs to improve its present filing system.

Suggestion(s):

Have a standardized indexing system.

Rank:

6/3.0

A. 8. Recommendation:

1. Yes - Dept. needs file code 2. A recommended system exists, (what recommended system?) look at it again, possibly revise.

MANAGEMENT'S CLOSURE DECISION

1. Munger complete assignemtn (look into with CSD).

9. Finding(s):

a. A study should be made to determine alternative means of funding the fire program other than fire assessments.

Rank:

6/3.0

Recommendation:

1. An independent - non-Dept. study should be made. Study made 2 sessions ago: and basically preserved present system. (deleted)
2. Forestry Division and Director's Office should decide whether study is needed, and if so, what type.

MANAGEMENT'S CLOSURE DECISION

1. Done already--outside scope of this study.

10. Finding(s):

a. Excess workload on claims is being shifted to higher graded employees working overtime.

Suggestion(s):

Temporary or part-time help at appropriate pay scale.

A. 10. Suggestion(s):

Examine procedures for claims.

Rank:

7/2.3

Recommendation:

1. Follow suggestions. (deleted)
2. No temporary people. Permanent FTE is needed.

MANAGEMENT'S CLOSURE DECISION

1. Addressed.

11. Finding(s):

- a. Not enough cost accounting is being done to determine if the benefit justifies the cost. (Example: preparation of fuel allocation reports.)

Suggestion(s):

Make cost benefit analysis prior to issuing directives.

Support services should have someone on staff to provide cost/benefit, cost accounting, and efficiency assistance as an added service.

Rank:

8/3.5

Recommendation:

1. Agree with suggestions - that's what MBO is all about. Suggestions not always practical, since DNRC doesn't always have a choice about directives (sometimes Governor or Legislature directs us.)

A. 11. Recommendation:

MANAGEMENT'S CLOSURE DECISION

1. Low priority--no action.

B. MORALE AND INTERPERSONAL RELATIONS

1. Finding(s):

- a. People in the HIPLEX program would like to know the Department's position regarding the program.

Suggestion(s):

DNRC should formally provide their thoughts and evaluations--whether good or bad.

Review and evaluate field program needs, priorities, and performance. MBO would be useful to accomplish this.

Rank:

2/3.5

Recommendation:

Director should tell them what he thinks! Word from the divisions isn't getting to HIPLEX people.

MANAGEMENT'S CLOSURE DECISION

1. Dept. supports--WRD hasn't gotten word out to HIPLEX.

2. Finding(s):

- a. Key positions are not filled quickly, therefore critical decisions are not made and employees morale falls.
- b. Too many unnecessary hiring and upgrading delays have occurred.

B. Suggestion(s):

Provide assistance in details of hiring.

Continuous feedback to responsible individual on status of filling positions and up-grading positions.

Propose time limits on various steps enclosed in the hiring process.

Rank:

8/4.5 3/4.0 5/4.8

Recommendation:

1. Eliminate vacancy savings. 2. Hiring freezes at field level are ridiculous.

MANAGEMENT'S CLOSURE REMARKS

1. No action--too general.

3. Finding(s):

a. Support service employees can be sent to field for visits and to assist in assignments; this is beneficial and should be expanded. (identified strength).

Rank:

8/3.0

Recommendation:

1. Agree.

MANAGEMENT'S CLOSURE DECISION

1. No action needed--will continue.

B. 4. Finding(s):

- a. A closer, more cooperative working relationship is needed between Helena headquarters and the Forestry Division.

Suggestion(s):

Locate top Forestry Division management (i.e., Bureau Chiefs and above) and centralized support staff in Helena.

Rank:

7/4.0

Recommendation:

Disagree - not cost-effective (deleted)
Morale problems - will cause.
Personal \$ losses, if ever implemented.
A move not needed for closer working relationship.
Agree with suggestion. (deleted)

MANAGEMENT'S CLOSURE DECISION

- 1a. Personal observation: would work better if located in Helena, but because of morale problems and political considerations, is not under current consideration.

5. Finding(s):

- a. Field office people often feel like "lost cousins" of the Department. Morale is important.
- b. Decentralization of responsibility to field offices requires effective communication between the offices and headquarters.

Suggestion(s):

Create stronger relationships between the department and the field offices.

Need more opportunity for face to face involvement between field staff and Helena staff.

Send staff minutes to field.

Rank:

7/4.5

4/4.8

3/4.0

B. 5. Recommendation:

1. Agree with suggestions.

MANAGEMENT'S CLOSURE DECISION

- 1a. Director will make continued efforts to visit field offices by Dept. and division staff.
- b. Suggestion too general, except staff minutes shall be sent out to all field offices.

6. Finding(s):

Position 1

- a. "Having the Director visit the field and explain the Department's operation is fantastic. (Identified strength).
- b. Director and Deputy Director visit ~~is~~ field locations frequently which is a great uplift for employees.

Position 2

- c. Director and Deputy Director not making enough visits to field locations and when they do visit not enough time is spent with field employees. They are in a hurry to get somewhere else.

Suggestion(s):

Start to see whats going on or delegate responsibility to do so.

Rank:

Position 1 9/3.63 6/3.8 3/3.3

Position 2 1/3.0 

Recommendation:

1. Continue visitations and whenever spend more time.

B. 6. Recommendation:

MANAGEMENT'S CLOSURE DECISION

1. Same as above.

7. Finding(s): Position 1

- a. Communications to DNRC employees regarding job service announcement is better than other state departments. (Identified strength).

Position 2

- b. Lack of communication is the reason for many misunderstandings with the Department.

Suggestion(s):

Support services and the line divisions should make more of an effort to work problems out at the individual level rather than "going over your head."

Use more consideration.

Rank:

Position 1 3/3.7

Position 2 8/4.0

Recommendation:

1. Need for job service announcements.

MANAGEMENT'S CLOSURE DECISION

1. No action.

B. 8. Finding(s):

- a. Secretarial absenteeism and turnover causes workload problems in Energy Division.

Suggestion(s):

Energy Division should have a full time extra (floating) secretary.

Rank:

3/4.3

Recommendation:

1. Agree - or upgrade position to keep person there.
2. Better utilize existing secretaries.
3. Consideration some form of policy.

MANAGEMENT'S CLOSURE DECISION

1. Outside scope of this study--internal problem in ED.

9. Finding(s):

- a. A lack of responsibility exists among supervisors to work problems out with support services on a person to person (individual) basis.

Rank:

7/3.1

Recommendation:

1. Clarify responsibilities will help resolve this.

MANAGEMENT'S CLOSURE DECISION

- 1a. Behavioral sciences training sessions will help break down mistrust.
- b. Assignment of CSD fiscal analyst will also help.
- c. All support service employees should make conscious attempt to get together with employees of other divisions.

B. 10. Finding(s):

- a. Many of the problems being discussed now have been raised before and nothing has happened. Therefore suspicious of this study.

Rank:

3/5.0

Recommendation:

1. Agree.

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

11. Finding(s):

- a. An outside management firm to study efficiency and morales has been a past suggestion.

Suggestion:

Such a study should not be undertaken unless resulting recommendations are followed.

Avoid the use of a single management firm over an extended period of time.

Rank:

3/4.0

Recommendation:

1. Generally we are doing this in DNRC

B. 11. Recommendation:

MANAGEMENT'S CLOSURE DECISION

1. No action needed.

12. Finding(s):

- a. HIPLEX would like to know the attitude and perceptions of the general public around Miles City about the program.

Rank:

2/2.5

Recommendation:

1. Water Resources should look into a need for such a study.
2. Put public information officer on this. DNRC is in process to set up local advisory group.

MANAGEMENT'S CLOSURE DECISION

1. Outside scope of this study--advisory committee being created.

C. MEETINGS

1. Finding(s):

- a. Receptionist at main entrances need to know where meeting are being held within the Department so they can inform visitors.

Suggestion(s):

Place a bulletin board at front entrance to direct visitors to meeting rooms.

People running meeting should inform receptionist of meeting location.

C. 1. Rank:

6/3.7

Recommendation:

1. Nice idea. 2. Each division should keep track of all individuals and employees should cooperate.

MANAGEMENT'S CLOSURE DECISION

1. Person setting up meeting shall inform receptionist of meeting location, time, etc.

2. Finding(s):

a. Meeting may not all be worth the cost and time.

Rank:

8/3.4

Recommendation:

1. Agree - structure meeting, have agenda, pre-plan, time limits, 11:30 or 4:30 meetings

MANAGEMENT'S CLOSURE DECISION

1. No action.

D. CONTRACTS

1. Finding(s):

a. A lot of contracts are written. Doubts exist over whether best contractor is hired.

D. 1. Suggestion(s):

Guidelines should be written to insure contractors are needed and best choice is made.

Several people should make decision to choose a contractor not one individual.

Rank:

3/4.7

Recommendation:

1. Agree with #2.

MANAGEMENT'S CLOSURE DECISION

1. Existing procedures address this problem.

2. Finding(s):

- a. Scope of work in contracts should be written more flexibly to allow the contract employees to work in more than one program if needed, i.e., contract typists.

Rank:

2/4.0

Recommendation:

1. Don't agree - contracts are too loose..

MANAGEMENT'S CLOSURE DECISION

1. Addressed previously but contracts must be specific on scope of work by directive from OBPP.

APPENDIX A

SURVEY GROUPS MEMBERSHIP

MISSION CLARIFICATION OF SERVICES STUDY

1. Water Resources Division

Rick Bondy
Skip Culver
Jim Kindle
Rich Moy
Laurence Siroky
Caralee Cheney

2. Centralized Services Division

John Armstrong
Rick Burger
Joanne Canty
George Cawlfieid
Marvin Cutler
Vi Garner
Bob Hanson

3. Centralized Services Division

Dave Lambert
Bethe Lambson
Jeri Lantz
Patti McCarthy
Becky Olsen
Jerry Smith
Millie Sullivan
Gordon Taylor
Gary Wolf

4. Front Office, Forestry Area and Unit, and Conservation Districts Division

Jim Bond
Don MacIntyre
Larry Pyke
Joel Sims
Norma Smith
Wayne Wetzel

5. Energy Division

J. Lee Cook
Ann Danzer
Rick Itami
Kitty Kvinge
Jo Lahti

6. Forestry Division, Headquarters, Area, and Unit

Gary Brown
Bob Griffes
Charlie Wright
Maxine Kramer
Paul May
Randy Mosley
Earl Salmonson
Dick Sandman
Don Underwood
Chuck Young

7. Oil and Gas Conservation Division, Water Rights Field Offices, and Forestry Area Offices

Chuck Maio
Dee Rickman
Judson Sweet
Donna Uzelac
Shelly Driskell
Don Riddle
Don Kendall

8. Water Rights Field Offices, HIPLEX and Forestry Area Offices

Larry Holman
Keith Kerbel
Marian Ludlow

APPENDIX B

RECOMMENDATIONS COMMITTEE MEMBERSHIP

MISSION CLARIFICATION OF SERVICES STUDY

Management Improvement Committee

Don Artley	FD, Missoula
Ann Danzer	ED, Helena
Gary Fritz	WRD, Helena
Jerry Smith	CSD, Helena
Bob Griffes	FD, Missoula

Survey Groups

Jim Kindle	WRD, Helena
Laurence Siroky	WRD, Helena

Randy Mosely	FD, Missoula
Don Underwood	FD, Missoula
Gary Brown	FD, Missoula

John Armstrong	CSD, Helena
Don Breiby	CSD, Helena
George Cawlfild	CSD, Helena

Don Kendall	FD, Billings
Keith Kerbel	WRD, Miles City
Marion Ludlow	WRD, Miles City

Dave Lambert	CSD, Helena
Jeri Lantz	CSD, Helena
Bethe Lambson	CSD, Helena
Millie Sullivan	CSD, Helena

Joel Sims	FO, Helena
John Serquina	OG, Helena
Rick Itami	ED, Helena
Kitty Kvinge	ED, Helena
J. Lee Cook	ED, Helena

